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Our reference:
Your reference:
Date: 27 October 2017



To all Members of the Performance Management Board

Dear Councillor

A meeting of the **Performance Management Board** will be held on Tuesday 7 November 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 'AS'.

Deputy Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 26 September 2017 (pages 1 - 6).

4. Parkwood Leisure Contract - Annual Review

The report of the Executive Manager - Neighbourhoods is attached (pages 7 - 16).

5. Equality Annual Report 2016/17

The report of the Executive Manager - Operations and Transformation is attached (pages 17- 27).

6. Performance Monitoring - Quarter 2 2017/18

The report of the Executive Manager - Operations and Transformation is attached (pages 28 - 47).

7. Work Programme

The report of the Executive Manager - Finance and Corporate Services is attached (pages 48 - 49).

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9am - 1pm

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Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor H A Chewings

Councillors 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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MINUTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 26 SEPTEMBER 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 (Vice-Chairman),
S P Bailey, J E Cottee (substitute for Councillor A Phillips),
Mrs C E M Jeffreys, N C Lawrence, Mrs M M Males, E A Plant, J E Thurman
(substitute for Councillor S C Matthews),

ALSO IN ATTENDANCE:

Derek Musto Parking Services Manager - Broxtowe

OFFICERS PRESENT:

D Burch Service Manager – Neighbourhoods
C Caven-Atack Performance, Reputation and Constitutional Services
Manager
T Coop Constitutional Services Officer
K Marriott Executive Manager – Operations and Transformation

APOLOGIES FOR ABSENCE:

Councillors S C Matthews, A Phillips

6. Declarations of Interest

There were no declarations of interest.

7. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 20 June 2017 were accepted as a true record. The Executive Manager – Operations and Transformation provided an update in respect of the actions required as follows:

- Carillion Annual Report – an email was sent to the members on the 5 July regarding East Leake Leisure Centre's gas usage.
- Performance Monitoring Quarter 4 – The Performance Officer contacted the police with regards to how crime within the Borough is recorded and an email was sent to Councillors on 15 September 2017. With regard to Councillor training on planning appeals, this will be provided once the Planning Committee has been reviewed after six months. With regards to the cost of planning appeals, this will be table in the meeting to follow. In line with the review of the Planning Committee, more context and statistics will be provided as part of the review report. Finally, Councillors requested more detail in regard to the value of savings

achieved by the Transformation Strategy and an email providing this information was sent to Councillors on 5 July 2017.

Councillor Males also provided an update on Edwalton Golf Club, reporting that usage had increased and the Fun Day event had been a great success. There were however concerns about the grass cutting, the lighting in the car park and driveway, and also the red cable in the disabled toilet that required replacing. There were also continuing issues with the Golf Course being open to dog walkers. The Executive Manager – Operations and Transformation agreed to report these observations to the contracts team.

8. Item 4 - Civil Parking Enforcement Contract Update 2016/17

The Service Manager – Neighbourhoods provided a report and update on the Civil Parking Contract which had commenced in May 2008 and which was run in partnership with Nottinghamshire County Council and each district council within the County.

The Service Manager – Neighbourhoods reported that 2016/17 had been a busy year with a number of changes being introduced. The tariff changes which had been previously approved had been introduced in West Bridgford in November 2016 which had increased the charges from £1.00 to £1.50 for 1 hour and introduced a new £1.00 all day charge for Sundays. These charges had been revised and amended in April 2017 based on customer feedback and a 'step' tariff had been introduced starting at 50p for half an hour's stay applicable Monday to Sunday and Bank Holidays.

In January 2017, new pay and display machines were installed in the West Bridgford and Rushcliffe Country Park. The new machines had enabled the Council to offer a greater choice of payment options including card pay and Apple Pay. It was noted that there had been few initial technical issues, however it was reported that the use of the non-cash payment option had been positively received with an average of 9.5% of users using the cashless options from January to March 2017. Rushcliffe Country Park had moved from a voluntary parking contribution to a compulsory £1 charge from June 2017, and in Bingham changes had been made to introduce some short stay parking in Needham Street and Union Street car parks which have been well received locally. The Service Manager noted that a more detailed report on the introduction of these new charges would be included in the next annual report.

Mr Musto – Parking Services Manager, Broxtowe Borough Council, advised that the Parking Enforcement Contract covered two main areas referred to as off street enforcement activities carried out at Council owned car parks, and on street accounts, referring to enforcements carried out across the Borough where designated on street parking restrictions were in place. The supporting evidence in table 4.4 of the officer's report showed that the off street and on street accounts had achieved a surplus of £21,237 and £73,242 respectively.

Members of the Board noted that problems with car parking in West Bridgford were increasing and expressed concern that the changes to parking tariffs in car parks were contributing to the increase in the number of vehicles parking on the roads where restrictions did not apply. Members of the Board suggested that the provision of long stay parking across the Borough as a

whole was an issue that required further investigation. Mr Musto advised that was that it was difficult to achieve a balance between long and short stay parking and that the cost of providing long stay parking was expensive provided little return by way of income.

Members of the Board also commented on the parking arrangements in Radcliffe on Trent and Bingham, where a mixture of short and long stay parking had been implemented recently. Feedback from Councillors and the public had positive, however it was agreed that there was need for a long stay parking solution in Bingham.

The Service Manager – Neighbourhoods advised that he would be working on developing a Parking Strategy for the Borough in the next few months.

It was resolved that:

- a) the report on Civil Parking Enforcement Contract be noted.

9. Item 5 - Annual Customer Feedback Report

The Performance, Reputation and Constitutional Services Manager provided a report which summarised the customer feedback received during 2016/17.

It was reported that the number of complaints received by the Council in 2016/17 was 42, a figure similar to last year's total. The trend for complaints received by the Council had shown a positive downward trend since 2011/12 of 63.7% (116 to 42). The percentage of complaints escalated past stage 1 had been slightly higher than in previous years, although the overall number of complaints received had remained relatively low at 23.8% (10/42) in 2016/17. The consistency in handling complaints had stayed at a high level (100%), as had the number of complaints that had been responded to within the target time – 42 out of 42. The Council received 50 compliments about its services in 2016/17 (less than the previous year). The Performance, Reputation and Constitutional Services Manager noted that managers had been reminded about the importance of passing on compliments.

Members of the Board complimented the Performance, Reputation and Constitutional Services Manager and Council officers as a whole for the excellent work they did for the Council and the community. Members of the Board also requested that compliments be added to the bottom of Councillor's Connection each week.

It was resolved that the Annual Customer Feedback Report for 2016/17 be noted

10. Item 6 – Performance Monitoring – Quarter 1

In line with the Council's Performance Management Framework, the Performance, Reputation and Constitutional Services Manager provided a summary of the Council's performance for quarter 1 2017/18, containing tasks from Corporate Strategy 2016-20, and the corporate basket of performance indicators.

The corporate scorecard, at appendix 1 of the officer's report, provided detailed progress reports for each corporate task, and the corporate basket of performance indicators. When reviewing performance, members of the Board were reminded that the Council was operating within a backdrop of diminishing resources and that resources were managed and allocated to achieve the Council's agreed priorities.

Members of the Board asked about the number of apprenticeships organised within the Council. The Executive Manager – Operations and Transformation advised that the Council were taking full advantage of the apprenticeship levy and were looking to increase staff skills in the long term, in addition housing developers were also being encouraged to employ apprentices locally.

Members of the Board also asked several specific questions on:

- LINS25 – number of households living in temporary accommodation
- LINS27 – average length of stay of all households in temporary accommodation
- LINS29 – number of successful homelessness preventions undertaken

The scorecard and indicators showed very positive trends in these areas. The Executive Manager – Operations and Transformation added that these were in part the result of working with other authorities such as Nottingham City, Gedling and Broxtowe Borough Councils.

Members of the Board commented on the feasibility study for the Fourth Trent Bridge crossing which had been added to the Corporate Strategy in March 2016 and which would form part of a larger public sector partnership with Nottinghamshire County Council and Gedling Borough Council. It was noted that the Borough Council would see what the County Council approach was to this priority as it would need County Council involvement to proceed.

It was resolved that:

the progress of the Corporate Strategy and the progress of exceptions identified throughout the year be noted.

11. Work Programme

The Chairman requested for the date of the next Performance and Management Board meeting to be rescheduled

It was resolved that:

the next meeting of the Performance Management Board be rescheduled to Tuesday 7 November.

Date of Meeting	Item
7 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

The meeting closed at 8.10 pm.

Action Sheet
PERFORMANCE MANAGEMENT BOARD - TUESDAY 26 SEPTEMBER
2017

Minute Number	Actions	Officer Responsible
1. Glendale Golf	Issues with grass cutting, lighting and the red cable in the disabled toilet requires replacing	Leisure Contracts Manager
3. Annual Customer Feedback Report	Members have requested that could customer compliments be added to Councillor's Connections	Constitutional Services

Action and Response Sheet
PERFORMANCE MANAGEMENT BOARD - TUESDAY 26 SEPTEMBER 2017

Minute Number	Actions	Officer Responsible	Response
7.	Issues with grass cutting, lighting and the red cable in the disabled toilet requires replacing	Leisure Contracts Manager	Completed.
9.	Members have requested that could customer compliments be added to Councillor's Connections	Constitutional Services	Compliments have been added to Councillors Connection.



Performance Management Board

7 November 2017

Parkwood Leisure Contract - Annual Review

4

Report of the Executive Manager – Neighbourhoods

1. Summary

- 1.1. The contract for the management of four of the Council's leisure centres was awarded to Parkwood Community Leisure Ltd in August 2007. After recent renegotiation with Parkwood following the closure of Rushcliffe Leisure Centre and opening of Rushcliffe Arena, the contract was extended and is now due to run until July 2025. This report provides Members with a broad range of information and performance data to allow them to consider the effectiveness of the delivery of this contract by Parkwood Community Leisure.
- 1.2. This report contains figures for the period 1 August 2016 to the 31 July 2017, which is the contractual year.
- 1.3. It should be noted that following the decision to consolidate West Bridgford leisure provision Rushcliffe Leisure Centre closed during this period and the New Rushcliffe Arena opened. This occurred as a smooth transition over the 2016 Christmas break. The success of the new Arena has exceeded all expectations.

2. Recommendation

It is RECOMMENDED that members consider and make comments on the performance of Parkwood Community Leisure for the contract year 2016/17 as outlined in the report and the accompanying presentation.

3. Reasons for Recommendation

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

4. Supporting Evidence

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

5. Risk and Uncertainties

- 5.1. This contract is provided in a competitive market with a number of major providers (for example, David Lloyd and Roko) operating in close proximity to the Council's facilities.

5.2. The publication of the Councils Leisure Facilities Strategy 2017-2027 notes that £1.5m of works are required at the Parkwood operated leisure centres within the next 5 years rising to £5m in the next 15 years. The strategy makes a commitment to develop a business case for capital investment for major facility improvement at Bingham.

6. Implications

6.1. Finance

Over the course of this contract year, the opening of the new Rushcliffe Arena and closure of Rushcliffe Leisure Centre provided an opportunity to renegotiate the contract with Parkwood Community Leisure. The changes have provided a £2.4m saving over the lifetime of the contract and reduced the management fees paid this year as outlined in appendix 1, Strategic Objective 8.

6.2. Legal

None.

6.3. Corporate Priorities

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

6.4. Other Implications

None.

For more information contact:	Dave Banks Executive Manager – Neighbourhoods 0115 914 8438 dbanks@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix 1 - Progress Against Strategic Objectives Appendix 2 - Health and Safety Accidents and Incidents

PROGRESS AGAINST STRATEGIC OBJECTIVES

Strategic Objective 1. Develop Leisure Centre Facilities

Success Criteria – Achieve Usage levels of 1,012,000 by the end of 2016/17

As detailed below usage in 2016/17 exceeded the target figure by almost 72,000 users.

Overall Usage

Total Site Usage			
	2016/17	2015/16	Trend
Keyworth Leisure Centre	123,143	121,587	+1,556
Rushcliffe Leisure Centre	160,299	405,872	+62,911
Rushcliffe Arena	308,484	0	
Bingham Leisure Centre	270,209	260,281	+9,928
Cotgrave Leisure Centre	221,784	221,190	+591
Total	1,083,919	1,008,930	+74,989

Usage is significantly improved from 2015/16, due largely to the new Arena which has far exceeded expectations. During this reporting year, Rushcliffe Leisure Centre closed on 24 December 2016 and the new Rushcliffe Arena opened on 3 January 2017. This was a smooth and seamless transition thanks to close partnership working between Rushcliffe Borough Council and Parkwood Community Leisure. The vast majority of clubs transferred successfully from Rushcliffe LC to the new Arena. We have also welcomed back Rushcliffe Indoors Bowls club, who were unfortunately displaced during the Arena build. The club are prospering with 166 members (there were approximately 240 members when the old Arena closed). Parkwood have been instrumental in helping the club re-establish at the new Arena offering support and helping with events and open days to attract new members.

Swimming v Health and Fitness

	2016/17	2015/16	Trend
Total Swim Usage	435,073 BLC 104,644 CLC 115,128 KLC 58,094 RA 157,207	440,296 BLC 109,807 CLC 98,564 KLC 69,480 RLC 162,445	-5823
Total Fitness Usage	302,108 BLC 84,722 CLC 30,823 KLC 14,924 RA 171,639	219,296 BLC 79,168 CLC 41,428 KLC 17,088 RLC 81,348	+82,812

Although there is a slight decrease in the overall swim total, swimming continues to be the single highest participation activity. It's worth noting Swim England reported in November 2016 that swimming participation in England had fallen by 24%. Learn to swim lessons continue to be popular and attract around 2749 regular course participants across the four pools; there has been a steady growth in the numbers of people learning to swim and swimming for health and all of the sites operate well attended swimming sessions. Competitive swimming clubs, mainly for children between 9-18 years, make regular programmed use of the pools and swimming parties continue to be a popular choice for children's birthday parties. Direct debit payments continue to prove a popular method of payment for swimming lessons.

This year, Rushcliffe Arena is one of just 12 pilot sites chosen to trial the ASA (Amateur Swimming Association) swim400. This is new initiative; similar in concept to park runs, will see participants able to log their times for a 400m swim on an app. If successful at the trial sites, the national launch is aimed for Spring 2018.

British Olympic swimmer Adam Peaty attended Rushcliffe Arena in May to promote swimming and ASA rebranding to Swim England.

The Arena has also been recognised as a success story by Swim England who are using the site for training and IOS (institute of swimming) with Pool Plant Operator courses being run from the centre.

The health and fitness market continues to be buoyant and remains very competitive. There are now over 4845 users who have purchased a membership package across the four sites. Members can enjoy the benefits at all four sites which offers added value over many private competitors where only one site can be used. Many members do make use of more than one facility.

As part of the contract negotiations this year, Parkwood Community Leisure made a significant £350,000 capital investment for new fitness equipment at the new Arena. In addition they have continued their replacement programme at other sites with several new items of equipment at both Bingham and Cotgrave.

Classes have also been greatly received this year with a number of new offerings. Les Mills Grit and Bodypump are extremely popular as well as, HITT classes, early morning spin, Aquafit and Bring A Baby classes.

Strategic Objective 2. Develop Services for Young People

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

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

Site	Oct Half term	Xmas	Feb Half term	Easter	May/Jun Half term	Summer Holiday	Total
Rushcliffe Arena	Closed-	Closed -	132	215	90	1061	1498
Keyworth Leisure Centre	31	Did not run	32	84	75	452	676
Rushcliffe Leisure Centre	320	Did not run	Closed	Closed-	Closed-	Closed-	320
Bingham Leisure Centre	60	Did not run	160	20	50	600	890
Total	411	0	324	319	215	2115	3384

In addition to the holiday activities, other initiatives aimed at young people this year have included:

- Junior gym
- Junior pump which has received an average of 730 attendees per quarter
- Active teen sessions for 11-15 years olds in the fitness suites across all 4 centres
- Sway Dance classes
- Rushcliffe Games
- Water safety talks throughout June/July to local schools
- Relaunched aqua babes and aqua tots sessions
- Swimming Lesson crash courses during holiday period are extremely popular across the 4 centres.
- This Girl Can taster sessions have taken place for Squash coaching, Kettlecise, and Bring A Baby classes.
- The leisure centres also host many clubs that are largely junior based.

Strategic Objective 3 – Continue to use the existing leisure card system

Success criteria. Uptake of loyalty card users by 65% of the Rushcliffe population.

Loyalty cards continue to be popular with almost 50,000 cards issued this year, offering users further discounts on activities and room hire.

Strategic Objective 4 - Use of Information Technology

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

Over this reporting year we have seen a change in customer behaviour regarding how customers prefer to make contact us. There is an increase in customers using social media to ask questions and seek information. Parkwood have responded to this trend and are now utilising Facebook and twitter more to promote events, programmes, opening times, and news.

This is evidenced by the number of website views and Facebook followers which are detailed below:

	2016/17	2015/16	Trend
Website views	686,789	483,875	+202,914
Facebook followers	4,323	2,014	2,309
Electronic bookings	133,277	88,681	+44,596

Other initiatives this year have included;

- A revamp in the Parkwood Community Leisure website improving interface and accessibility for users.
- Course Pro introduced for swimming lessons. This is an online portal and app allowing teachers and parents to record and track the pupil's progress.
- Customers continue to be able to join and book activities online. Online methods continue to be promoted via social media channels.
- Use of Preva software at Rushcliffe Arena which allows users to track their fitness goals.

Strategic Objectives 5 & 9 - Partnership Working and community involvement in shaping services

Success Criteria – Participation and volunteering rates are maintained above those identified nationally through Active England surveys. Establishment of customer focus groups at each leisure centre.

As demonstrated below Rushcliffe continues to show high levels of participation in physical activity (as measured by the Sport England Active People Survey) that are above levels seen at a national, regional and county level which is encouraging.

	Participation Rate – at least 30 mins at moderate intensity at least once a week	
	Oct 2015 – Sept 2016	Oct 2014 - Oct 2015
England	36.1%	35.8%
East Midlands	34.7%	34.5%
Nottinghamshire	37.2%	36.0%
Rushcliffe	48.5%	44.8%

Parkwood has also continued to undertake User Forums across the year engaging with users, though numbers this year have been lower, with 115 users engaged compared to last year's 518 users.

Other partnership activity across the year has included;

- Participation and promotion of the GP referral scheme with 139 referrals made in the contract year. 35 GPs and QMC are now members of the referral scheme.
- Intensive work with sports clubs to relocate and accommodate them at the new Rushcliffe Arena, particularly supporting the bowls club with their membership take up through open days

- Working with NCC youth services to offer a number of after schools coaching sessions in gymnastics, trampolining and football across the four sites
- Working with the PCT to deliver the childhood obesity programme
- Launch of Ractive8 aimed at those with newly acquired disabilities
- Working with Rushcliffe Borough Council sports development team to deliver sports initiatives
- Working with ASA (now Swim England) to pilot a new initiative, Swim 400. One of just 12 pilot sites.
- Working with Institute of Swimming as a training site for training courses
- Parkwood have supported the RBC Young initiative by offering opportunities for individuals to gain work experience in the leisure industry
- Attended WB Secondary School careers day where Parkwood managers presented about the leisure industry and career paths.
- Supported Rushcliffe Borough Council's YouNG initiative aimed at providing work experience.

Strategic Objective 6 - Marketing

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

Marketing campaigns operated throughout the past 12 months include:

- Arena Founder Member offer a huge success
- Launch of fixed and flexi Expressions memberships to offer more variety
- Successful targeting of businesses through Gymflex partnership
- New membership to encourage over 60s to swim
- Various seasonal and monthly offers of 1 or 2 months free and/or waived joining fees to encourage membership take-up throughout the year. 'Get Your Spark Back, Find Your Perfect Fit, Spring Into Shape and Summer Festival Of Fitness were all successful campaigns.
- Aquazone Christmas party
- Swim23 – unlimited swimming for a fixed only fee aimed at the casual swimmer
- Grandchildren go free swim sessions
- Refer a friend schemes; 2 initiatives, one where the member could choose a free gift for referring a friend and another where they were entered into a prize draw for a Fitbit
- VIP passes – free 7 day guest pass for existing members to give to friends
- Swim happy selfie boards to post pics and win Zoggs merchandise
- Swim 400 pilot site
- World Health day offering free access to eligible customers
- Armed forces go free day enabling armed forces personnel free use of facilities
- Bowls offer 18 months for the price of 12. Along with a number of open days and umbrella sessions.
- Cotgrave leisure centre open day
- Bowls club have a go open days x2
- Attendance at Lark in the Park and Sunday Funday
- Supported 'This Girl Can' campaign and 'Women In Sport' week to encourage more females to exercise.

Strategic Objectives 7 and 10 - Customer Satisfaction

Success Criteria – Customer satisfaction levels achieve 75% and the results of inspections carried out by the Contracts Hub achieve a level of 70%.

Customer Satisfaction – this is calculated by using the comment forms received in a month and recording the satisfaction marks given by customers over four areas (value for money, cleanliness, staff, and overall experience). Across the contract in this reporting period satisfaction has averaged **90%** which is above target

Compliance Inspections – these are carried out by the council’s contract officers who make unannounced visits to assess the customer experience looking at first impressions, cleanliness, maintenance, staffing and environment. 93 inspections were conducted in the 12 month reporting period across all sites. Compliance was 70% which is in line with the target.

Strategic Objective 8 Improve Financial Viability

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

The closure of Rushcliffe Leisure Centre and the opening of the new Rushcliffe Arena presented an opportunity to renegotiate the management fee paid to Parkwood Community Leisure. In doing so the Council were able to generate a £2.4m saving over the lifetime of the 18 year contract. Over the next 7 years the management fee will become negative thus generating a revenue income for the council.

Renegotiated Parkwood Contract Management fee		Annual (£)	Monthly (£)
Contract year	Financial year		
Yr 10	16/17	146,958	12,246
Yr 11	17/18	64,391	5,365
Yr 12	18/19	-32,070	-2,672
Yr 13	19/20	-32,709	-2,725
Yr 14	20/21	-33,361	-2,780
Yr 15	21/22	-34,027	-2,835
Yr 16	22/23	-34,709	-2,892
Yr 17	23/24	-25,402	-2,950
Yr 18	24/25	-36,109	-3,009

Parkwood community leisure also made a significant £350,000 capital investment into the new Arena for fitness equipment and catering fit out if the café.

The table below details the management fee paid to Parkwood Leisure over the past four years of the contract. Councillors are asked to note that as the rateable value of the new Arena is still to be determined there may be some yearend reconciliation on the 2016/17 figure for the months of January 2017-July 2017. The figure presented is the figure spent or committed for the contract year August 2016 – July 2017 at the time of writing the report.

Site	2016/17 £	2015/16 £	2014/15 £	2013/14 £
Total	211,720	237,601	305,909	383,037

The operational budgets of Parkwood Community Leisure are monitored by the contracts team on a quarterly basis but are of a commercial nature and not it is appropriate to reveal the full details in a report of this nature.

Supplementary Information

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

Health & Safety

The annual report of accidents and incidents is attached as **Appendix 2**. The rate of accidents to users is very low at 0.03% (a small improvement on last year which was 0.04%). None of the accidents reported in this period required reporting under RIDDOR.

Legionella management is thoroughly delivered through weekly actions by staff, checking temperatures, flushing low use taps and by independent external monthly analysis of swimming pool and shower water.

Pool water safety is monitored daily through routine water testing undertaken 3-4 times/day and quarterly microbiological testing. Should there be any out of specification readings for either legionella or water quality action is taken immediately to rectify the issue and ensure the safety of users.

Carbon Reduction

Both the Arena and Cotgrave have Combined Heat and Power units installed to help reduce energy consumption. In addition inverters have been fitted to pumps and lighting at both Keyworth and Cotgrave have been upgraded to LED lights which consume less energy. PIR detectors fitted to lighting. (Presence detection – lights go off if no one in the area) and air conditioning have also had a positive impact. Parkwood remain committed to reducing carbon and have trained energy wardens at each site.

Accidents and Incidents

	Accidents													Total		%:user	
	2016						2017										
	Users	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul				
Arena	308,484	-	-	-	-	-	5	5	9	4	7	5	11	46	0.015		
Bingham	270,209	5	6	7	13	3	6	8	5	6	4	5	2	70	0.025		
Cotgrave	221,784	10	11	13	16	9	8	12	9	12	4	6	10	120	0.054		
Keyworth	123,143	1	3	4	4	1	4	3	5	4	2	1	3	35	0.028		
Rushcliffe	160,299	11	6	8	9	3	-	-	-	-	-	-	-	37	0.023		
TOTAL	1,083,919													308	0.028		

Report of the Executive Manager – Operations and Transformation

1. Summary

- 1.1. This annual report sets out the Council's performance against the objectives set out in the Single Equality Scheme during 2016/17. These are to:
 - a) Monitor the demographic make-up of our residents and our workforce
 - b) Consult customers and staff where appropriate
 - c) Carry out equality impact assessments as part of our four year plan
- 1.2. The information in the report compares the demographic information for the Borough, using the latest census information, with that of our workforce.
- 1.3. This report does not include any equality data for Streetwise Environmental Ltd.

2. Recommendation

It is recommended that Members consider and endorse the report.

3. Reasons for Recommendation

Equality Information

- 3.1. The Public Sector Equality Duty is made up of a general equality duty which is supported by specific duties required of Public Sector bodies. Although there is no explicit legal duty for Public Sector bodies to collect and use equality data, in order to have due regard to the aims of the general equality duty, authorities must understand the impact of their policies and practices on people with protected characteristics. Therefore collecting, analysing and monitoring information is an important way to develop this understanding. We are no longer required to collect and provide this information in the form of Key Performance Indicators (KPI's) to central Government, but should collect the information in order to monitor the effect of policies and procedures.
- 3.2. The Council regularly updates the information held on the personnel system and another audit of the information held is taking place in Autumn 2017.

Ethnicity

- 3.3. The Council obtains information regarding the demographics of the area from a number of sources including the Census. The latest Census information for the year 2011 provided the authority with a breakdown of the ethnicity of the Borough in comparison with the East Midlands and nationally (Appendix A. 1).

- 3.4. Our workforce information shows that we do not currently reflect the demographic of the Borough, however the Council continues to strive through its equality training and policies to encourage applications from under - represented groups (Appendix B. 1).
- 3.5. Specific service areas such as Strategic Housing are required to monitor the take-up of services to ensure that it reflects the demographic make-up of the residents and the satisfaction of the customer. Equalities monitoring of homelessness applications for Central Government also takes place and this reports that, although there are low numbers of people from other backgrounds, Rushcliffe reflects the national picture in terms of ethnic minorities being over represented in terms of presenting as homeless.

Age Profile

- 3.6. The age profile of the Borough shows a peak between the ages of 40-50, there are fewer young people in the 25-29 age brackets which may reflect suitable work opportunities following University. The age profile for the Borough shows that we have an older profile than the national norm. (Appendix A. 2)
- 3.7. The age profile of the organisation shows that there continues to be a peak at 45-54 but this has decreased from last year's figures showing a fall from 91 in 45-54 bracket to 81(3 moving up into the upper bracket of 55-64). The authority has been working towards ensuring the profile of the employees reflects the need to ensure effective succession planning by improving the age diversity of the workforce. The number of under 25's has increased by 4 and as the authority develops its YouNG programme and the use of apprenticeships, it is anticipated that this number will increase. The number of employees aged over 64 remains steady from last year (Appendix B. 2).

Disability

- 3.8. The older profile of population of the Borough is not demonstrated in the numbers declaring a long term illness or disability which might be expected. The information shows that as a Borough we are below the numbers declared for Nottinghamshire and nationally (Appendix A.3)
- 3.9. The number of employees who declare they have a disability has dropped slightly from the previous year. As an authority we continue to support employees who are either disabled when they join the authority or become disabled during their time with us. This is through our policies and occupational and welfare services (Appendix B.3)
- 3.10. The Council is a Disability Confident Employer and on meeting the required criteria will be reaccredited in 2017.
- 3.11. The Council has partnered with Leonard Cheshire Homes – Change 100 scheme where we have agreed a 100 day internship to a disabled graduate in order to assist with their employability skills.

Gender

- 3.12. The gender profile for the Borough area shows there are slightly more females than males currently residing in the Borough (Appendix A.4)
- 3.13. The gender split at Rushcliffe shows fewer female employees than males which is, in some part, due to the Council's manual workforce who make up nearly half of the Council's current workforce. The Council has worked to encourage female employees into this environment and will continue to promote fair recruitment practices and positive action to encourage a diverse workforce. We continue to encourage women and men with young families or caring responsibilities by offering flexibility and family friendly policies (Appendix B.4)

Consultation

- 3.14. As an Authority we continue to ensure that we consult with our residents and employees on policies and service delivery. This allows us to take into account the views of those who will be utilising the policies and they can give their perspective on how the policies may influence them. We also utilise relevant organisations such as the Community Cohesion Network in consulting on equality policies.
- 3.15. Examples of consultations during the period 2016/17 include:

Public

- Rushcliffe Country Park car parking order
- Public Space Protection Order consultation
- Taxi Policy consultation
- Street trading consultation
- South Notts Homelessness Strategy

Employees

- Dress Code
- Remote Working Policy

Equality Impact Assessments

- 3.16. The organisation is aware of the need to consider the impact of decisions it makes on the citizens it represents and also the workforce it employs. To this end, Equality Impact Assessments are undertaken on key policies and strategies. A list of Equality Impact Assessments that have been completed /reviewed over the last 12 months is shown below:

Policy/Strategy/Scheme	Reviewed/ Updated	Year
Dress Code	New	2017
Disciplinary procedure	Updated	2017
Edwalton Golf Course toilet Block	New	2017
Bridgford Hall refurbishment	New	2017
Dignity at Work Policy	New	2017
Public Space Protection Order	New	2016
Taxi Policy	Updated	2016
Homelessness Strategy	New	2017

Continuous Improvement through Training and Development

3.17. The Council's employees have regular opportunities for training and development via various methods of delivery. These have been attended or completed via our on line training in the last 12 months:

- Safeguarding vulnerable adults and children
- EIA training
- Recruitment Training
- Mental Health awareness training
- Dignity and Respect at work

Many of our face to face Training and Development courses are delivered via our partnership with Nottingham City Council.

3.18. These all help to establish an understanding of issues that affect certain disadvantaged groups that live within the borough, and reinforce the awareness of equality issues.

4. **Supporting Evidence**
See list of appendices.

5. **Implications**

5.1. **Finance**
None.

5.2. **Legal**
No Legal Comments other than Councils compliance under the Equality Act 2010.

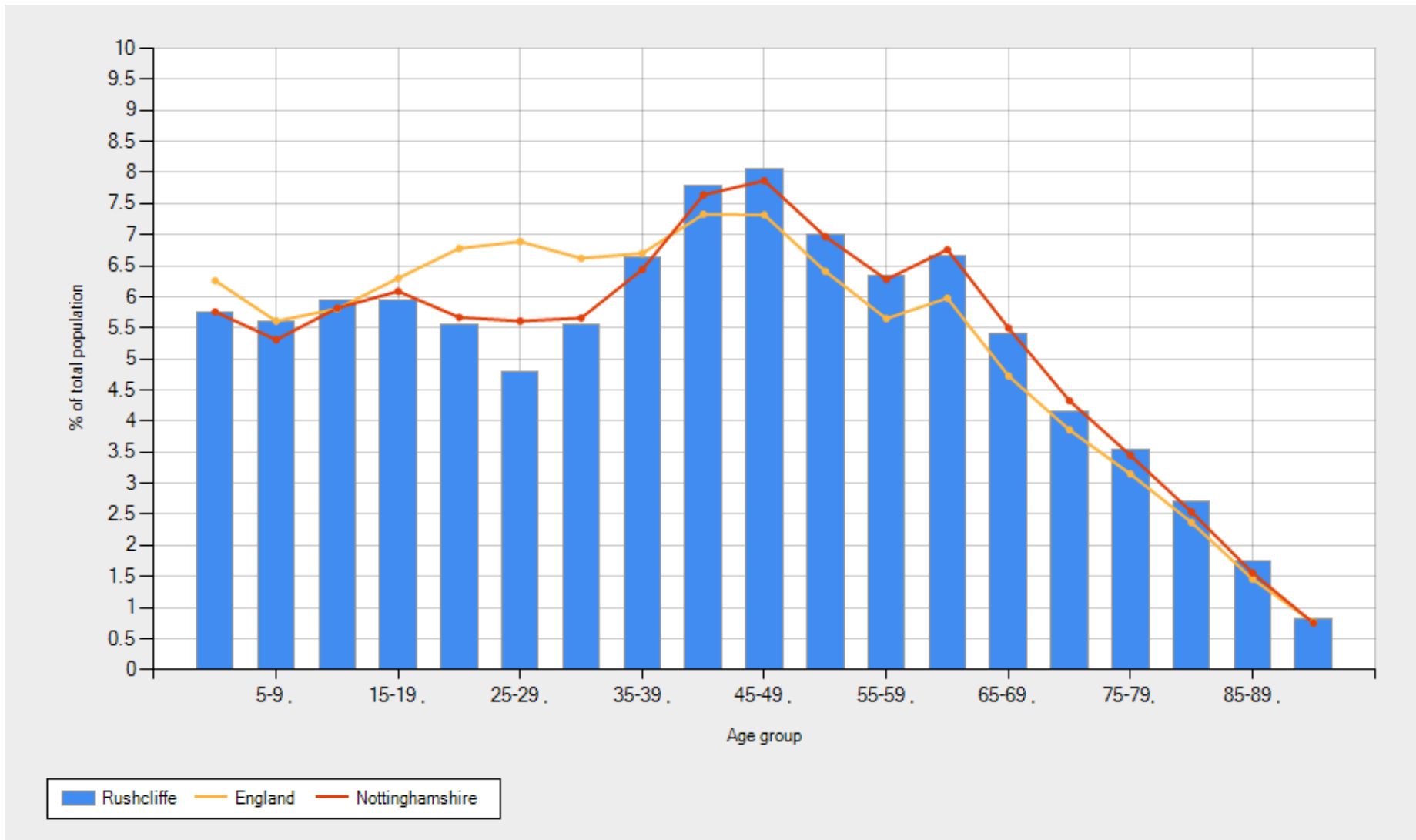
For more information contact:	Kath Marriott Executive Manager – Operations and Transformation 0115 914 8291 kmarriott@rushcliffe.gov.uk
Background papers Available for Inspection:	<i>Rushcliffe Borough Councils Equality Scheme 2016-20</i>
List of appendices (if any):	Appendix A – Demographic Information Appendix B – Rushcliffe Borough Council Workforce Equality Information

DEMOGRAPHIC INFORMATION RUSHCLIFFE BOROUGH

1. Ethnicity

Census 2011	Rushcliffe	%	East Midlands	%	England	%
All Usual Residents	111,129	100.0	4,533,222	100.0	53,012,456	100.0
White; English/Welsh/Scottish/Northern Irish/British	100,363	90.3	3,871,146	85.4	42,279,236	79.8
White; Irish	810	0.7	28,676	0.6	517,001	1.0
White; Gypsy or Irish Traveller	23	0.0	3,418	0.1	54,895	0.1
White; Other White	2,308	2.1	143,116	3.2	2,430,010	4.6
Mixed/Multiple Ethnic Groups; White and Black Caribbean	736	0.7	40,404	0.9	415,616	0.8
Mixed/Multiple Ethnic Groups; White and Black African	159	0.1	8,814	0.2	161,550	0.3
Mixed/Multiple Ethnic Groups; White and Asian	723	0.7	21,688	0.5	332,708	0.6
Mixed/Multiple Ethnic Groups; Other Mixed	331	0.3	15,318	0.3	283,005	0.5
Asian/Asian British; Indian	2,361	2.1	168,928	3.7	1,395,702	2.6
Asian/Asian British; Pakistani	1,072	1.0	48,940	1.1	1,112,282	2.1
Asian/Asian British; Bangladeshi	40	0.0	13,258	0.3	436,514	0.8
Asian/Asian British; Chinese	558	0.5	24,404	0.5	379,503	0.7
Asian/Asian British; Other Asian	583	0.5	37,893	0.8	819,402	1.5
Black/African/Caribbean/Black British; African	202	0.2	41,768	0.9	977,741	1.8
Black/African/Caribbean/Black British; Caribbean	349	0.3	28,913	0.6	591,016	1.1
Black/African/Caribbean/Black British; Other Black	76	0.1	10,803	0.2	277,857	0.5
Other Ethnic Group; Arab	153	0.1	9,746	0.2	220,985	0.4
Other Ethnic Group; Any Other Ethnic Group	282	0.3	15,989	0.4	327,433	0.6

2. **Age** :-The chart below shows a breakdown by 5 year age band.



3. **Disability**

Long-term activity-limiting illness or disability

All those reporting a long term health problem or disability (including those related to age) that limited their day-to-day activities and that had lasted, or was expected to last, at least 12 months, were asked to assess whether their daily activities were limited a lot, a little or not at all by such a health problem. Data shown as a percentage of total population and those aged 16 to 64. (Numbers are shown in brackets).

Table: Census 2011 Long-term activity-limiting illness or disability			
	Rushcliffe	England	Nottinghamshire
<u>Day-to-day activities limited a lot (% of total population)</u>	6.8 (7,540)	8.3	9.7
<u>Day-to-day activities limited a lot (aged 16-64)</u>	3.8 (2,655)	5.6	6.4
<u>Day-to-day activities limited a little (% of total population)</u>	8.9 (9,939)	9.3	10.6
<u>Day-to-day activities limited a little (aged 16-64)</u>	6.1 (4,298)	7.2	8.2
<u>Day-to-day activities not limited (% of total population)</u>	84.3 (93,650)	82.4	79.7
<u>Day-to-day activities not limited (aged 16-64)</u>	90.1 (63,175)	87.3	85.3

4. Gender

Sex	Rushcliffe	East Midlands	England
All Usual Residents	111129	4533222	53012456
Males	54703	2234493	26069148
Females	56426	2298729	26943308

Appendix B

RUSHCLIFFE BOROUGH COUNCIL WORKFORCE EQUALITY INFORMATION PERMANENT ESTABLISHMENT

AS AT 31 MARCH 2017

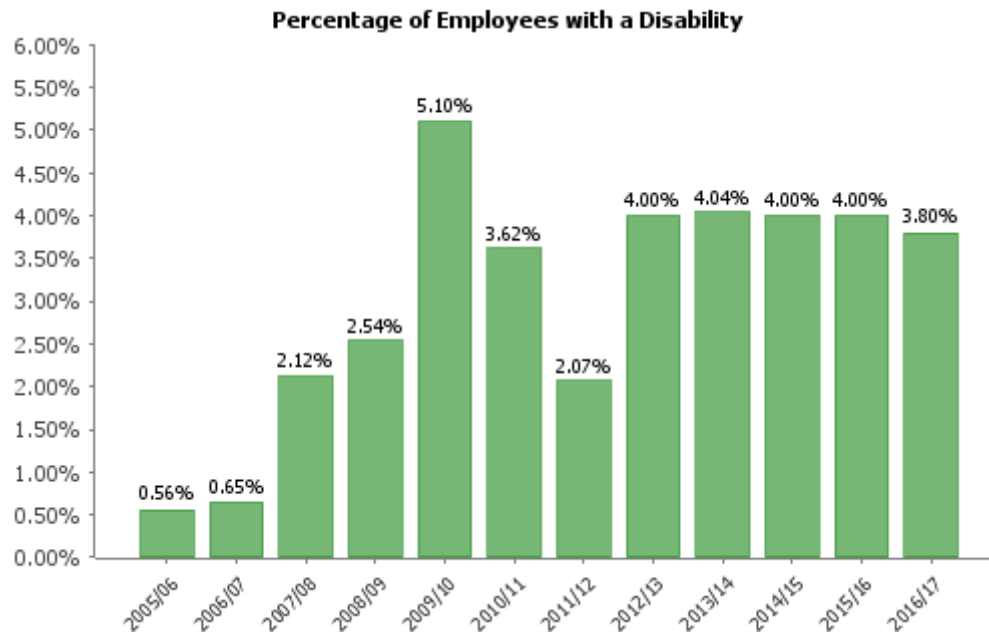
1. Ethnicity by Service Area

Service Area	Total Headcount	Asian	Black	Chinese	White British	Other White	Mixed	Other Ethnic Group	Undeclared Ethnic Group
Executive Management and CIO	6	0	0	0	6	0	0	0	0
Communities	61	0	1	0	44	1	1	1	9
Finance and Commercial	55	1	0	1	51	0	0	0	2
Neighbourhoods	82	0	1	0	76	0	0	0	2
Transformation	63	0	0	0	62	0	0	0	1
Total	267	1	2	1	239	1	1	1	14

2. Age

Age under 18 (YouNG)	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age Over 64
8	14	36	63	81	58	7

3. Disability



4. Gender

Contract type	Male	Female	totals
Full time	137	70	207
Part time	19	41	60
Totals	156	111	267

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 2 2017/18, 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 is one performance highlight and one exception selected in this report.

The highlight is:

LINS51 Number of leisure centre users - public – the number of leisure centre users has returned to the levels seen before the closure of the Arena in July 2015. The new Arena has been very popular with residents since opening in January 2017.

The exception is:

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – fly tipping incidents have increased slightly in quarter 2 and this has taken the number to date over the target.

The progress of the exceptions reported in quarter 1 is as follows:

LICO46 Planning appeals allowed against authority's decision – there has been improvement since quarter 1, 35.3% of appeals allowed against a target of 25%, this equates to 6 allowed out of 17 appeals overall (42.8% in quarter 1).

LINS37 Domestic burglaries per 1,000 households

LINS38 Robberies per 1,000 population

LINS39 Vehicle crimes per 1,000 population – the number of crimes reported for these indicators has risen (this applies to all crime after a revision to the recording of incidents following guidance from HMIC). These indicators will not meet their targets this year and will have targets revised for next year that take into account the impact of new recording criteria using 2017/18 as a new baseline.

LITR51 Corporate Sickness - number of days lost to sickness absence –

sickness this year has mostly been affected by cases of long term sickness by manual workers at the depot. Although still above target, the quarter 2 period has seen an improvement with the sickness rate at 1.69 days which is below the 2 days target.

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:	None.
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 53 (originally 54, one has been removed - LITR02 as of 2017/18), 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, the new industrial units are complete and work has commenced on shop refurbishment. Growth Boards are working on action plans that will support economic growth and the Council has increased its assets by purchasing an industrial unit in Coalville as prescribed in the Asset Investment Strategy.

Performance Indicators

There are 38 of the 53 performance indicators within the new corporate scorecard where quarter 2 performance data is available for this report. Seventeen have an improving trend and twenty are deteriorating.

In this quarter there are one new highlight:

LINS51 Number of leisure centre users - public – the number of leisure centre users has returned to the levels seen before the closure of the Arena in July 2015.

In this quarter there is one new exception:

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – fly tipping incidents have increased slightly in quarter 2 and this has taken the number to date over the target.

The progress of the exceptions reported in quarter 1 is as follows:

LICO46 Planning appeals allowed against authority's decision – there has been improvement since quarter 1, 35.3% of appeals allowed against a target of 25%, this equates to 6 allowed out of 17 appeals overall (42.8% in quarter 1).

LINS37 Domestic burglaries per 1,000 households



LINS38 Robberies per 1,000 population


LINS39 Vehicle crimes per 1,000 population – the number of crimes reported has risen (this applies to all crime after a revision to recording of incidents following guidance from HMIC). These indicators will not meet their targets for this year and will have targets revised for next year that take into account the impact of new recording criteria using 2017/18 as a new baseline.


LITR51 Corporate Sickness - number of days lost to sickness absence – sickness this year has mostly been affected by cases of long term sickness by manual workers at the depot. Although still above target, the quarter 2 period has seen an improvement with the sickness rate at 1.69 days which is below the 2 days target.


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 Bingham Masterplan has now been commissioned and an initial meeting has been held with the consultants doing the work - URBED. This work will be completed by April 2018.</p> <p>The West Bridgford Commissioners report was presented to the Growth Board. Work is focussing on implementing actions identified in the Commissioners report including digital high street. A presentation was given by Polly Barnfield, founder of the #WDYT campaign which could be rolled out in all Growth Board areas.</p> <p>The Strategic Growth Board met on 9 October 2017 and received a presentation on strategies and priorities.</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: <ul style="list-style-type: none"> 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	<p>The Council continues to be involved in various collaboration activities including payroll, green bins, ICT provision and Building Control, with further opportunities being considered, such as green bins, CCTS (customer relations management system) and customer services. In addition, where opportunities arise, consideration is given to the appropriate delivery model and how to involve partners to maximise objectives.</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	A significant number of opportunities have been identified and evaluated. As a result the Council is currently pursuing the acquisition of a number of assets. This includes the recent acquisition of an industrial unit near Coalville, Leicestershire.	
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 around Radcliffe on Trent are substantially complete. Further works in accordance with the overall A52 improvements are yet to be confirmed by Highways England. Rushcliffe Borough Council working with partners on the Nottingham to Grantham Stakeholder Group has finalised the business case for improved services at Bingham and Radcliffe on Trent railway stations (Poacherline). The business case together with endorsements have been submitted to Government for consideration and use as part of the consultation exercise prior to the procurement/refranchising of East Midlands rail services. Rushcliffe Borough Council supported the commissioning of a further study in conjunction with partners to consider the benefits of constructing a new 'fourth' river crossing to the east of the City. This proposal is currently not being progressed. 	
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	Work is underway on the improvements to the town centre shops and business hub. Completion is due by the end of March 2018.
Completed Date			The employment units at Hollygate Park are complete and 10 have already been let. Work is due to start on the Multi Service Centre on 8 November 2017 and should be completed in the autumn of 2018.
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	A funding application was submitted to the Housing Infrastructure Fund for £9.95m to contribute towards the upfront infrastructure costs at land south of Clifton. If successful this would accelerate development of the site and mean the construction of approx. 230 additional affordable homes. It is anticipated we will find out about this at the end of the year.
Completed Date			A funding application was submitted to Highways England's Growth and Housing Fund also for the land south of Clifton for £4.05m, 25% of which would need to be private sector match. Our project has been deferred in the first round so further work is required with Highways England to get it through to round 2. The Growth and Housing Fund application for the bridge across the A46 for RAF Newton has been resubmitted at a lower cost - approx. £2.9m. We are waiting for the outcome of that but anticipate it will be by the end of October.

			<p>Digital Growth Programme workshops continue to be delivered at venues across Rushcliffe. We are currently working with the Growth Hub to schedule in other workshops after the Rushcliffe Business Partnership event on 1 November 2017. The likely theme for this is starting a business.</p> <p>The third meeting of the Gamston Development Group has taken place and the second Clifton meeting was on Friday 27 October 2017.</p> <p>The first Strategic Growth Board of the year took place on 9 October and was well attended. The group received an update presentation on the strategic sites from Allen Graham and Dave Mitchell, an update from the Homes and Communities Agency about the change to Homes England and funding available, an update from the LEP on the refresh of the Strategic Economic Plan and an update from Notts County Council about their new Place Plan.</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 – Communities	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	The draft Playing Pitch Strategy was produced and consultation undertaken through stakeholder group. The final strategy was adopted by Cabinet on 10 October 2017. Consultancy support for Bingham Leisure Centre business case/feasibility has been advertised.
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 Young People to enable them to reach their potential	Executive Manager – Communities	Young people in Rushcliffe are provided with a range of opportunities to develop their self-confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work.
Target date	31-Mar-2020	Progress	A report covering the proposals for the future direction of the YouNG programme is to be debated at the Community Development Group meeting on 21 November 2017 which will inform a subsequent report for Cabinet.
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	Preferred housing sites for Local Plan Part 2 were agreed by Cabinet on 12 September 2017. The proposed housing sites are now due to be published and consulted on, with consultation taking place between 9 October and 27 November 2017. Work will then follow to finalise the draft Local Plan Part 2, taking into account all consultation comments received. The intention is to complete and publish the final draft Local Plan Part 2 as early as possible in 2018. The exact timeline will be partly dependent on the scale and substance of the comments received and progressing further supporting work (e.g. financial viability testing of housing site proposals). The Green Belt Review (part 2) document which has informed the selection of preferred housing sites was completed in September 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	In year progress is on track.
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 continues to be made; all eforms planned are in place, CCTS is being reprogrammed to improve the system and as potential as a sold service.</p> <p>The Parkwood Reception service has moved from trial to permanent.</p> <p>Work progresses to make the Council's website user friendly on devices.</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	Progress continues to be made to identify a solution for a new depot. Regular meetings and investigations are taking place and options have been identified.
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	2014/ 15	2015/ 16	2016/ 17	Q2 2017/18		
			Value	Value	Value	Value	Target	Long Trend
✔	LINS51	Number of leisure centre users - public	1,357,205	1,262,202	1,254,363	687,163	635,000	↑

Performance Exceptions – quarter 2

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	374	340
<p>The chart displays four data series: 2017/18 (red), 2016/17 (orange), 2015/16 (green), and 2014/15 (blue). A dashed purple line indicates the target. The 2017/18 series shows a sharp increase in Q2, reaching 374 cases, which is above the target of 340. The other series show a steady upward trend over the four quarters.</p>					<p>Fly tipping figures slightly above target – the last 3 months (July, August, September) figures above average monthly totals of above 70 which is a slight increase on the same period last year. We continue to run our campaign to encourage residents to report instances and we have installed cameras at hot spots in the Borough. Another hot spot area has been identified and a camera will be installed next month. We are also highlighting the issue on social media especially as we have had successful prosecutions recently for fly tipping.</p> <p>We continue to work closely with Streetwise Environmental Ltd to enhance the collection of evidence.</p> <p>It is worth noting that fly tipping is a local and national problem and councils are sharing best practice to reduce the number of cases.</p>	

Performance Exceptions – quarter 1

LICO46 Planning appeals allowed against authority's decision					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	35.3%	25.0%
					<p>A total of 17 appeal decisions have been received to end of quarter 2, 11 of these were dismissed, 5 were allowed and 1 was a split decision (part allowed and part dismissed). Appeal decisions will be analysed more closely and outcomes applied when determining applications of a similar nature in order to limit further potential appeals. With effect from 2018, the Government is including, as a measure of quality of decision, the outcome of appeals as a designation criteria for underperforming authorities. The national returns will be calculated against total number of applications decided by the Borough Council and not solely on number of appeals decided.</p>	

LIFCS43 Percentage of Community Support Grant allocation spent to date					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	23.56%	27.55%
					<p>Whilst spending is lower than last year and may not be hitting the profile target, it is close to previous year's spending which indicates that out turn at the end of the year is likely to be 75% to 80%.</p>	

LINS37 Domestic burglaries per 1,000 households					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	5.23	3.10
					<p>Whilst there has been a rise compared to the same period in previous years, from 2.24 last year to 5.23 this year, this is in the main due to how crime is now recorded following all police authorities having to implement the changes as part of the HMIC (Her Majesty's Inspectorate of Constabulary) report. Target profiles will be adjusted next year to account for these changes.</p>	

LINS38 Robberies per 1,000 Population					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	0.21	0.12
					<p>Whilst there has been a rise compared to the same period in previous years, from 0.10 last year to 0.21 this year, this is in the main due to how crime is now recorded following all police authorities having to implement the changes as part of the HMIC (Her Majesty's Inspectorate of Constabulary) report.</p> <p>Target profiles will be adjusted next year to account for these changes.</p>	





LINS39 Vehicle crimes per 1,000 population					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	2.49	1.90
					<p>Whilst there has been a rise compared to the same period in previous years, from 1.72 last year to 2.49 this year, this is in the main due to how crime is now recorded following all police authorities having to implement the changes as part of the HMIC (Her Majesty's Inspectorate of Constabulary) report.</p> <p>Target profiles will be adjusted next year to account for these changes.</p>	

LITR51 Corporate Sickness - number of days lost to sickness absence					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	4.24	4.00
					<p>The sickness rate to date is high due to a number of long term cases (mostly based at the Depot). However the rate for June to September is 1.69 days, much lower than quarter 1 and within the 2 days target.</p> <p>All these cases are being managed and progressed in accordance with our absence management policy.</p>	



























Corporate Scorecard

Communities						
Status	Ref.	Description	Q2 2017/18			2017/18
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	87%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	79%	60.00%		60.00%
	LICO46	Planning appeals allowed against authority's decision	35.3%	25.0%		25%
	LICO59	Income received for fee earning pre planning application advices	Awaiting verified data	-	-	-
	LICO60a	Contributions received as a percentage of current developer contributions	25.25%	-	-	-
	LICO60b	Value of future developer contributions to infrastructure funding	£34.09m	-	-	-
	LICO70a	Number of young people engaged with positive futures programme	240	-	-	-
	LICO70b	Number of work experience places organised	20	-		-





Finance & Corporate Services						
Status	Ref.	Description	Q2 2017/18			2017/18
			Value	Target	Long Trend	Target
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	98.93%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	72.0%	49.5%		70%
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£24,900	£19,550		£37,100
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme in April 2016	£0.387m	£0.364m		£0.907m
	LIFCS20	Percentage of Council Tax collected in year	58.61%	58.60%		99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	56.50%	58.80%		98.80%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.86 days (Q1)	9.0 days		9.0 days



















	LIFCS43	Percentage of Community Support Grant allocation spent to date	23.56%	27.55%		85%
	LIFCS50	Number of complaints received by the council at initial stage	22	-		-

Neighbourhoods

Status	Ref.	Description	Q2 2017/18			2017/18
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	374	340		775
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	89.1%	92.0%		92.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	55.03% (Aug)	53.78%		50.00%
	LINS24	Number of affordable homes delivered	38	35		79
	LINS25	Number of households living in temporary accommodation	11	11		11
	LINS27a	Average length of stay of all households in temporary accommodation	7 weeks	15 weeks		15 weeks
	LINS29	Number of successful homelessness preventions undertaken	132	115		230
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	33 weeks	33 weeks		33 weeks
	LINS37	Domestic burglaries per 1,000 households	5.23	3.10		6.40
	LINS38	Robberies per 1,000 Population	0.21	0.12		0.24
	LINS39	Vehicle crimes per 1,000 population	2.49	1.90		3.80
	LINS51	Number of leisure centre users - public	687,163	635,000		635,000
	LINS60	Number of users of paid council car parks	273,089	280,000		280,000

Transformation

Status	Ref.	Description	Q2 2017/18			2017/18
			Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100%	95.0%		95.0%
	LITR03a	Percentage increase in self-serve transactions	3.55%	-		-

	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	81%	85%		85%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	88%	83%		83%
	LITR12	Percentage of RBC owned industrial units occupied	96.83%	85%		85%
	LITR12b	Percentage of Customer Access Strategy delivered	81%	-		-
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£454,017	£450,249		£980,100
	LITR15	Percentage of privately owned industrial units occupied	95.07%	92%		92%
	LITR35	Percentage of Growth Deal money drawn down and allocated	48%	40%		100%
	LITR51	Corporate Sickness - number of days lost to sickness absence	4.24 days	4.00		8.00
	LITR54	Number of apprenticeships organised within the Council	2	-		-

Revenue Monitoring

	Quarter 2			
	Original Budget £'000	Revised Budget £'000	Projected Outturn £'000	Variance £'000
	Excluding recharges			
Communities	1,220	1,215	1,216	1
Finance & Corporate Services	3,403	3,351	3,256	-95
Neighbourhoods	3,971	4,055	4,034	-21
Transformation	2,849	2,929	2,865	-64
Sub Total	11,443	11,550	11,371	-179
Capital Accounting Reversals	-1,587	-1,587	-1,587	0
Minimum Revenue Provision	1,000	1,000	1,000	0
Net Service Expenditure	10,856	10,963	10,784	-179
Revenue Contribution To Capital	158	158	158	0
Transfer to/(from) Reserves	-27	-134	-134	0
Total Net Service Expenditure	10,987	10,987	10,808	-179
Grant Income (including New Homes Bonus)	-2,334	-2,334	-2,444	-110
Business Rates (including SBRR)	-2,561	-2,561	-2,491	70
Council Tax	-6,074	-6,074	-6,074	0
Collection Fund Surplus	-18	-18	-18	0
Total Funding	-10,987	-10,987	-11,027	-40
Total Variance	0	0	-219	-219

Revenue Monitoring

CAPITAL PROGRAMME MONITORING - SEPTEMBER 2017			
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation	15,110	15,110	-
Neighbourhoods Communities	2,188 399	1,102 399	(1,086) -
Finance & Corporate Services Contingency	10,298 290	9,820 290	(478) -
	28,285	26,721	(1,564)
FINANCING ANALYSIS			
Capital Receipts	(7,648)	(6,332)	1,316
Government Grants	(5,167)	(5,167)	-
Other Grants/Contributions	(1,623)	(1,500)	123
Use of Reserves	(3,164)	(3,164)	-
Internal Borrowing	(10,683)	(10,558)	125
	(28,285)	(26,721)	1,564
NET EXPENDITURE	-	-	-



Performance Management Board

7 November 2017

Work Programme

7

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
7 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