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Our reference:
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Date: Monday, 26 February 2018



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

To all Members of the Performance Management Board

Dear Councillor

A Meeting of the Performance Management Board will be held on Tuesday, 6 March 2018 at 7.00 pm in the Council Chamber Area B - Rushcliffe Arena to consider the following items of business.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Glen O'Connell'.

Glen O'Connell
Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the Meeting held on 7 November 2017 (Pages 1 - 8)
4. Glendale Gold Annual Update (Pages 9 - 16)
The report of the Executive Manager - Neighbourhoods is attached.
5. Streetwise Environmental Ltd Annual Update (Pages 17 - 22)
The report of the Executive Manager – Neighbourhoods is attached.
The Managing Director, John Scott-Lee will attend the meeting and provide a presentation to the Board.
6. Performance Monitoring - Quarter 3 2017/18 (Pages 23 - 44)
The report of the Executive Manager - Transformation and Operations is attached.
7. Work Programme (Pages 45 - 46)
The report of the Executive Manager – Finance and Corporate Services is attached.

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

By telephone
Monday to Friday
8.30am - 5pm

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Membership

Chairman: Councillor G Wheeler

Vice-Chairman: Councillor H Chewings

Councillors: S Bailey, Mrs C Jeffreys, N Lawrence, Mrs M Males, S Matthews, A Phillips and L 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.

Toilets: are located to the rear of the building near the lift and stairs to the first floor.

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

Microphones: When you are invited to speak please press the button on your microphone, a red light will appear on the stem. Please ensure that you switch this off after you have spoken.



**MINUTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 7 NOVEMBER 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),
Mrs C E M Jeffreys, N C Lawrence, Mrs M M Males, S C Matthews, A Phillips,
E A Plant, J E Thurman (substitute for Councillor S P Bailey)

ALSO IN ATTENDANCE:

Alex Godfrey Regional Director, Parkwood
Luke Colaluca Interim General Manager, Parkwood

OFFICERS PRESENT:

D Burch Service Manager – Neighbourhoods
C Caven-Atack Performance, Reputation and Constitutional Service
 Manager
T Coop Constitutional Services Officer
J Hicks Strategic Human Resources Manager
K Marriott Executive Manager – Operations and Transformation
H Penniston Leisure Contracts Manager

APOLOGIES FOR ABSENCE:

Councillor S P Bailey

12. Declarations of Interest

There were no declarations of interest.

13. Minutes of the Previous Meeting

The Minutes of the meeting held on Tuesday 26 September 2017 were accepted as a true record. The Executive Manager – Operations and Transformation provided an update in respect of the actions required as follows:

- Glendale Golf course – Grass cutting had been completed and lighting was being improved. The red cable in the disabled toilet had also been replaced.
- Customer compliments – Compliments received had been included in the weekly newsletter for Councillors “Councillors Connection”.

Councillor Plant commented on the Civil Parking Enforcement Contract Update from the meeting on 26 September 2017, and that a more detailed report on the introduction of new charges should be included in the next annual report. The Service Manager – Neighbourhoods advised that a draft

Parking Policy was being worked on and would be presented at the next Community Development Group and then a consultation process on the draft policy would begin.

Councillor Males queried the issue with grass cutting at Glendale Golf Course, and added this was an ongoing concern. The Leisure Contract Manager advised the grass cutting was being monitored with regular visits to the site and that improvements had been made.

14. **Parkwood Leisure Contract – Annual Review 2016/17**

The Service Manager – Neighbourhoods provided a report on the Parkwood Leisure Contract and advised the Board that after recent negotiations with Parkwood, following the closure of Rushcliffe Leisure Centre and the opening of Rushcliffe Arena, the contract had been extended to run until 2025. It was noted that the changes to the contract had provided a £2.4m saving over the lifetime of the contract and had also reduced the management fees paid in the current year.

The Regional Director – Parkwood Leisure and Interim General Manager – Parkwood Leisure delivered a presentation on the Annual Leisure Centre Service Report 2017, which summarised a broad range of information and performance data and provided a comprehensive review of the effectiveness of the delivery of the contract provided by Parkwood Community Leisure Ltd across the four sites, The Arena, Bingham, Cotgrave and Keyworth.

It was noted from the presentation and accompanying report that the closure of Rushcliffe Leisure Centre and the opening of the Rushcliffe Arena had gone smoothly over the Christmas break and that the opening of the new Arena had been a great success, exceeding all expectations. The presentation was well received by the Board and the Interim General Manager for Parkwood Community Leisure Ltd was complimented on his delivery of Parkwood's Annual Review.

Members of the Board enquired about the Leisure Centre's promotional offers and how these were managed in order to attract and retain customers. The Interim General Manager advised that they used a variety of marketing methods, for example direct marketing to existing memberships with 'bring a friend' or a free month's membership offers. It was also noted that the access control at all four leisure centres monitored members' activity so that Parkwood could target specific groups with relevant offers.

Members of the Board enquired whether schools continued to use the pools for swimming lessons and what ages were targeted for swimming lessons. The Interim General Manager advised that school attendance had declined across all four centres and that Parkwood provided a range of group and individual lessons which parents could access through a portal to view their child's progress. Members requested a report on the school swimming programme and the age demographics that were targeted. The Interim General Manager agreed to provide a report to update the Board

Members commented on the information regarding minor accidents, particularly those at Cotgrave Leisure Centre. The Leisure Contract Manager

assured members that these accidents were mainly due to trips and slips on the poolside, and added that the pool at Cotgrave was a leisure pool with a beach areas and slides and therefore had an increased the risk for trips and slips.

Members of the Board raised concerns in respect of Bingham Leisure Centre with regards to its cleanliness and maintenance and asked whether there were any plans to make improvements to the facilities there. The Executive Manager advised that some improvements to the sites had already been made, funded from the Capital Programme, and that a feasibility study was currently underway for Bingham with the Council looking at three options which were to rebuild on the current site, to build a new centre somewhere else on the school site or to build a new centre somewhere else in Bingham.

Members of the Board noted that they used the four leisure centres regularly and complimented Parkwood Community Leisure on their excellent customer service, adding that the website and phone App were very user friendly when booking classes.

The Chairman and members of the Board thanked the Regional Director – Parkwood Leisure and Interim General Manager – Parkwood Leisure for attending and answering their questions.

It was RESOLVED that:

- a) the performance report and Parkwood Community Leisure Ltd Annual Review be noted.
- b) the Board be provided an update on the school swimming programme and the user age demographics for the centres.

15. Equality Annual Report 2016/17

The Strategic Human Resources Manager provided the Equality Annual Report which set out the Council's performance against the objectives in the Single Equality Scheme during 2016/17 which were to:

- a) monitor the demographic make-up of our residents and workforce
- b) consult customers and staff where appropriate
- c) carry out equality impact assessment as part of our four-year plan.

The information contained in the officer's report compared the demographic information for the Borough, using the latest census information, with that of the workforce. Data on the demographics of the Borough as well as Workforce Equality information were included as appendices to the officer's report.

The Strategic Human Resources Manager noted that equality impact assessments are undertaken on key policies and strategies in order to ensure that new policies did not adversely affect residents of the Borough with protected characteristics.

Members of the Board noted with concern the lack of diversity within the makeup of employees within the Council and that this was an issue shared

with Nottinghamshire County Council. Members agreed however that as the demographic of the Borough as a whole were predominantly white that it would be challenging to change the situation. The Executive Manager – Transformation and Operations advised that the Council did have a number of female employees working in manual roles with a ranger at Rushcliffe Country Park, a Dog Warden and one working in the facilities team at the Arena.

Members of the Board also commented on the gender pay gap and enquired about the Council's Pay Policy Statement. The Strategic Human Resources Manager advised that the Gender Pay Gap report was ongoing would be reported to the Performance Management Board when completed.

It was RESOLVED that the Equality Annual report 2016/17 be endorsed.

16. **Performance Monitoring – Quarter 2 2017/18**

The Performance, Reputation and Constitutional Services Manager provided a report summarising the Council's performance for Quarter 2 of 2017/18, containing tasks from the Corporate Strategy 2016-20, and the Corporate Performance Indicators. The Corporate Scorecard which included full information on performance was included as an appendix to the officer's report. The progress of the exceptions reported in Quarter 1 was also reported.

The Performance, Reputation and Constitutional Services Manager advised of three new figures that had been collated since the report had been published.

LICO59 – Income received for fee earning pre-planning application advices - £19,598.87

LIFCS22 - Average time to process Housing Benefit/Council Tax Benefit new claims and changes – 6.33 days

LINS18 – Percentage of household waste sent for reuse, recycling and composting - 54.99%

Members of the Board expressed concern that the Police crime figures were not clear due to the reporting mechanisms used by the Police and noted that household burglaries within the Borough were increasing particularly in rural areas. There was also concern that the nearest police station to report crime was in West Bridgford and there were no contact details identified for a PCSO available to residents. Members of the Board asked whether there was any regular officer contact with the Police Crime Commissioner or Chief Constable to raise any concerns regarding crime and the reporting of crime. The Executive Manager advised that Dave Banks, Executive Manager for Neighbourhoods attended the Safer Nottingham Board where crime and its reporting was discussed and monitored. The Safer Nottingham Board work is scrutinised by Partnership Delivery Group and will be considered at its next meeting on 20 March PDG. (The Safer Nottingham Board next meets on 9 March, 2018.)

Members discussed the corporate sickness indicators and how the figure was distorted due to long term sickness. Members suggested that short and long

term sickness should be reported separately. The Performance, Reputation and Constitutional Services Manager agreed to provide members of the group with this information

Members of the Board also asked several question about how food standards were monitored and reported, the frequency of inspection visits and whether officers attended food outlets unannounced. It was advised that generally inspections were carried out unannounced apart from where this was this was not practicable or possible because of security issues (e.g. at HMP Whatton). It was also noted that inspection frequency was done on a risk based model with some establishments being inspected annually, but others being inspected less frequently (up to every three years).

It was RESOLVED that:

- a) the progress of the Corporate Strategy and the progress of exceptions identified throughout the year be noted.
- b) members of the board be provided with a breakdown between long and short term absence figures.
- c) members of the board be provided with information on how other Councils were dealing with the problem of fly tipping.
- d) the Board's concerns about the increase in crime be passed on to the Chief Executive.

17. Work Programme

The Board considered its Work Programme.

The Executive Manager – Operations and Transformation requested that Enforcement Activity be included in the Work Programme for next year, split into two areas, Planning Enforcement and Environmental Enforcement and that these would be reported in at least two meeting sessions.

It was RESOLVED that

- a) the Work Programme be noted.
- b) Enforcement activity be included in next year's Work Programme for at least two of the meeting sessions.

Date of Meeting	Item
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

The meeting closed at 9.00pm.

ACTION SHEET

PERFORMANCE MANAGEMENT BOARD - TUESDAY 7 NOVEMBER 2017

Minute Number	Actions	Officer Responsible
14	Members requested the school swimming programme and age demographics – This information will be provided by Luke Colaluca	Leisure Contracts Manager
16	Reporting of sickness – can the short term and long term sickness be split to give better clarity	Performance, Reputation and Constitutional Services Manager
16	Fly tipping - Members asked for further details on how other authorities were dealing with this problem – ‘Best Practice’	Service Manager - Neighbourhoods

ACTION SHEET

PERFORMANCE MANAGEMENT BOARD TUESDAY 7 NOVEMBER 2017

Minute Number	Actions	Officer Responsible	Response
14	Members requested the school swimming programme and age demographics – This information will be provided by Luke Colaluca	Leisure Contracts Manager	See report attached – emailed to Board on 28 February 2018
16	Reporting of sickness – can the short term and long term sickness be split to give better clarity	Performance, Reputation and Constitutional Services Manager	Noted
16	Fly tipping - Members asked for further details on how other authorities were dealing with this problem – ‘Best Practice’	Service Manager - Neighbourhoods	See response in table below – emailed to Board on 28 February 2018

RESPONSE TO MINUTE 16 - Service Manager Neighbourhoods

Minute Number	Response
16 Fly tipping	<p>It should be noted that fly tipping by its very nature is difficult to prosecute , due to the criminal level of proof required and resource intensive. Some authorities employ designated community protection officers (Nottingham City and Gedling)</p> <p>We also follow advice and campaigns where possible from organisations such as APSE (Associate Public Service Excellence) and The Keep Britain Tidy group. Consideration in some local authorities is given to free bulky collections or one off special collections (as operated in Rushcliffe many years ago) but these are costly to operate both for collecting and disposal costs. We do have limited resources but where possible we will use our covert camera systems in known problem areas and have been running ‘our eyes’ are watching you campaign. It is also recognised that the closure or restricted operating hours of local tips could have an impact on fly tipping. In some areas duty of care checks are carried out on local business to check for the appropriate waste carrier and disposal licenses. The Keep Britain Tidy Group are currently campaigning for stiffer sentences following their study that showed, whilst the Magistrates can issue fines of up to £50,000 and/or a 12-month custodial sentence and Government views fly-tipping as a serious offence, but analysis of the actual fines issued in 2014/15 tells a very different story: 62% of fines issued for fly-tipping were less than £200, with 95% of fines less than £1,000.</p>

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 <p>Rushcliffe Borough Council</p>	<p>Performance Management Board</p> <p>6 March 2018</p> <p>Glendale Golf - Edwalton Golf Course Contract Annual Review</p>	<p>4</p>
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Report of the Executive Manager - Neighbourhoods

1. Summary

- 1.1 The contract for the management of the Edwalton Golf Courses was awarded to Glendale Golf in December 2002 and has been extended on two occasions first in 2012 and then again in 2016, following a significant £50,000 capital investment made by Glendale Golf and £75,000 capital investment made by the Council. The contract now runs until December 2025.
- 1.2 A strategic review of the Edwalton Golf Courses was undertaken late during 2016/early 2017 by the Edwalton Golf Courses Strategic Asset Review Member Group to consider option analysis and financial implications of identified options. The group concluded that Glendale Golf be given the opportunity to realise both theirs and the councils investment in the site until the end of the existing contract.
- 1.3 This report provides Members with a broad range of information and performance data for the contract year January 2017 - December 2017 to allow them to consider the effectiveness of the delivery of this contract by Glendale Golf Ltd. Representatives from Glendale Golf Ltd will be in attendance to provide a presentation and respond to questions.

2. Recommendation

It is RECOMMENDED that members consider and make comments on the performance of Glendale Golf for the contract year 2017 as outlined in the report and the accompanying presentation.

3. Reasons for Recommendation

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

4. Supporting Evidence

- 4.1 A detailed performance analysis is provided at Appendix 1 measured against the strategic objectives set out in the contract. This information will be supplemented at the meeting by a presentation by representatives of the Company.

4.2 Key highlights for the year include a 35% increase in usage on the main course and a 17% increase in overall usage. It is positive to see an improving direction of travel and whilst the overall usage remains very marginally below target by around 0.2%, there has been a national downturn in golf participation of 11% in 2017 which demonstrates the positive outcome Glendale Golf have achieved this year. Room hire is increasing with a couple of regular weekly bookings for fitness classes and crèche and a number of wedding receptions, wakes and parties being booked throughout this last year. Both Glendale and Rushcliffe are keen to promote such use and are working on a joint communications campaign utilising existing channels such as social media and Rushcliffe Reports magazine. Glendale Golf and officers have worked with the club to improve relations and, with the support of Councillors, transfer the club to Glendale.

5. Risk and Uncertainties

5.1 Nationally, golf continues to be fairly static in its popularity following a decline in recent years. As generally fewer people are now playing golf there is an increased risk to income for Glendale Golf and a need to maximise the opportunities the pavilion provides for non-golf activities such as food, room hire, events and parties, as well as the continued promotion of traditional and fun golf activities. In addition the Council have also accepted a proposal by Glendale to establish a community interest company who will operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd which will provide further benefits to the company's financial position whilst also supporting the promotion of golfing activities to different community groups.

6. Implications

6.1 Finance

As previously reported the annual fee paid by Glendale Golf to the Council reduced in 2017 from £78k the previous year to £50k. It will further reduce in 2018, to £21.4k per annum for the remainder of the contract. Over the Medium Term Financial Strategy from 2016/17 this is a reduction in income due to the Council of £106k. This has been offset by Glendale committing £50k of capital investment.

6.2 Legal

A contract variation will be required to enable Glendale Golf to subcontract the delivery of all services to the Community Interest Group referred to in paragraph 5.1.

6.3 Corporate Priorities

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

6.4 Other Implications

None arising from this report.

For more information contact:	Darryl Burch Service Manager Neighbourhoods 0115 914 8405 dburch@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	1: Progress against strategic objectives

Appendix 1
PROGRESS AGAINST STRATEGIC OBJECTIVES

Strategic Objective 1. Customer Satisfaction

Success Criteria – 80% of users are satisfied with overall condition of the course, golf professional services, catering services, cleaning services and facilities.

Glendale Golf undertakes an annual satisfaction survey of their full membership. 2017 has been a challenging year with members of the Edwalton Golf and Social Club not always being supportive of Glendale in the operation of the facility and being rather disparaging about the condition of the course and facilities. In 2017 the results were split between members and pay as you play customers which showed a significant disparity of satisfaction between the two groups.

	2015	2016	2017 Pay and play	2017 Edwalton Golf Club members
Number of responses	17	68	93	
How do you rate the overall quality of the course	72%	62%	72%	34%
How do you rate the value for money of your green fee/membership	72%	68%	80%	44%
How do you rate our customer service	71%	72%	81%	63%
How do you rate our club house catering	60%	64%	75%	64%

Clearly work is required to build the relationship with the club members and this has already started. With the support of Councillors, the club has transferred to Glendale Golf who is starting to improve governance working with the new committee appointed at the AGM in February. The Centre Manager is an invaluable support and asset to the club and the improved functioning of club activities.

In addition, online customer satisfaction emails are generated when customers book on line to gauge satisfaction throughout the year, though take up of this survey is low, limiting the statistical confidence in the data collected. Satisfaction measured via this method 2017 showed 87% satisfaction, from 41 comments.

Strategic Objective 2. Rectification and defaults.

Success Criteria 95% of rectification notices resolved in timescales. 100% of default notices resolved within timescales. 0 Failure notices.

Performance against contract requirements are monitored through monthly site meetings, quarterly strategic meetings and regular unannounced site visits throughout the year. During 2016 issues were identified during inspection and checked for remedy on the next visit. For the 2017 contract year a rectification table was introduced to capture issues more formally. This has been used to monitor whether remedies are achieved within timescales set and has proved useful for both officers and Glendale to monitor compliance.

	2016	2017
Rectifications notices resolved in timescales	Information not captured	80% (8 out of 10)
Default notices	0	0
Failure notices	0	0

To place context to these figures, of the two rectifications that have not been met on time, one was a delay to pruning trees that were causing minor damage to a neighbouring fence. The neighbour was kept informed and was complimentary of the work, despite it being behind the target completion date. The second relates to the implementation of legionella control verification testing, which is subject to a wider company review. Officers are satisfied that legionella risk is being controlled at the site but has recommended that microbiological tests are conducted to verify this.

Strategic Objective 3: Develop the use of the facilities.

Success criteria 40,000 users per annum. No of new members.

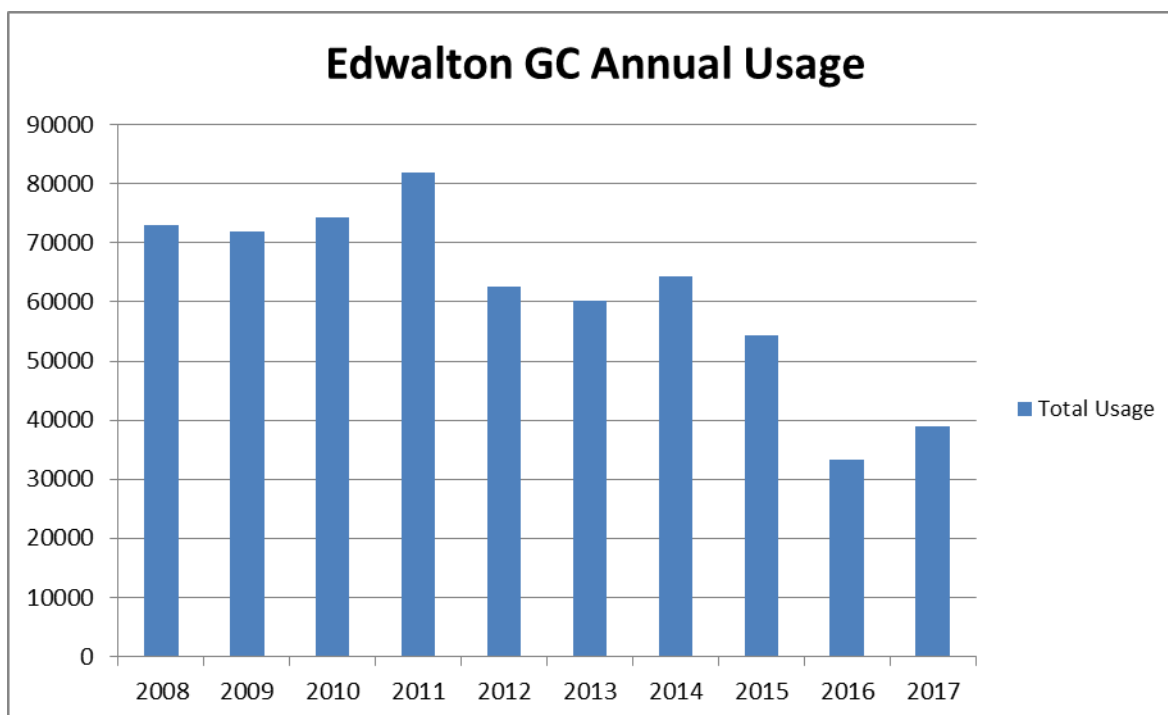
Usage compared to the previous year is as follows (April to December)

	2016	2017
Main Course	7031	10885
Par 3 Course	4858	2449
Main Course - members	5382	5735
Par 3 - members	3323	1470
Footgolf	3716	2583
Lessons	461	398
Range	3328	5640
Matches	439	410
Groups	2139	7198
Parties	2258	1775
Junior events	427	463
Total	33,362	39,006

Whilst performance is marginally below target (-0.2%) the direction of travel is positive. The reduction in use of the Par 3 course and the declining trend for foot golf are contributing factors to the challenges faced by Glendale Golf. The chart below shows the annual usage for the last 10 years and supports, that whilst usage is far below levels experienced in previous years when golf was a more popular sport, 2017 performance is improved on 2016.

It is also prudent to bring to the reader's attention that there has been a national downturn in golf participation for 2017 of 11%, evidence that increasing golf usage is an ever increasing challenge and for Glendale to be so close to their target when the national trend is declining is positive. (source. www.thegolfbusiness.co.uk)

As at the December 2017 there were 103 members on the books compared with 147 in the previous year.



Strategic Objective 4: Develop Services for Young People

Success criteria: 300 juniors attending lessons. 1200 juniors attending social events.

2017 has continued to offer services for young people with both lessons and events. Summer fun days, with a family Par 3 fun day in June and a summer festival in August proved successful.

After a very successful start to the year with lessons, these experienced a drop in the latter part of the year. A coach has now been appointed who will have the skill and capacity to resurrect the golf academy and work more closely with schools to extend these services.

- Edwalton Primary School attend on Tuesdays and Fridays
- Willow Tree Day Nursery booked twelve sessions over the summer
- Approximately 90 children regularly attend Saturday Coaching.

Links are being established with Nottingham Trent University to become the course of choice for their Golf Society.

	2016	2017
Junior Lessons	316	298
Junior events	427	463

Strategic Objective 5: Use of Information Technology

Success criteria: Use of IT to take payments and make bookings. Number of web page hits.

Users can book a tee time online through the website and in doing so receive a 10% discount. Offers are regularly sent via emails to encourage online bookings. There

is also an online enquiry form for those seeking information or wanting to hire the facilities.

Over the course of 2017, Glendale's use of social media has increased

- Facebook (649 likes, 2781 visits and 4.2 starts out of 5 over 21 reviews)
- Twitter (1442 followers)
- Advertising junior golf on Net mums.

The centre manager is also now responding to trip advisor reviews. (rated 3 /5 over 12 reviews)

Strategic Objective 6: Partnership working

*Success criteria: Work with the Golf Club to maintain membership and participation
Number of club members, meetings attended with club, annual calendar of club competitions.*

	2016	2017
Club members	147	103
Club competitions	52	52

Relationships with the Edwalton Golf and Social Club have been strained at times during 2017 but the Golf Centre Manager has continued to attend monthly committee meetings and the competition calendar was published by March 2017 and honoured throughout the year. As previously reported, with the support of Councillors, the club has been transferred to Glendale Golf. The centre manager is already working to improve governance and club activities with the new committee elected at the February AGM

Other partnerships include

- Reciprocal advertising of services with Rushcliffe Parkwood Leisure Centres
- Early work with Nottingham Trent University Golf Society

Strategic Objective 7: Marketing

Success criteria: Produce corporate and local marketing plan prior to 31 March each year.

Glendale did produce and share their marketing plan as required which had a range of offers and promotions. Some key highlights for 2017 have included:

- Winter breakfast coffee and bap for £3.50
- 20% of winter green fees booked on line
- Facebook competition for free golf day for 4 (reached 7, 400 people)
- Facebook offer: Free golf lessons in May for children (reached 1142 people with 30 engaging)
- New fun course launch and family fun day in July

- Attendance at Lark in the Park in August
- Weekend passes, play all weekend for set fees, throughout September
- Continue to use facebook, email, twitter to advertise membership, events and room hire.

Strategic Objective 8: Health and Safety

Success criteria: Provided for as per contract performance standards; trained competent staff; first aid; COSHH; legionella; accidents.

For the first time in 2017, quarterly health and safety audits have been introduced. Two audits were undertaken in August and November by the Contracts, Performance and Projects Officer. These audits cover all aspects of health and safety and are rated out of five. At both audits Glendale Golf scored 3/5. Officers are working with the Centre Manager to improve this score over the coming months.

Accident data is reviewed at each monthly meeting between the centre manager and the Contracts, Performance and Projects Officer. It is pleasing to be able to report that there have been no accidents in 2017. This is an improvement on 2016 where two were reported.

Strategic Objective 9: Environmental

Success criteria: reporting on minimum required performance standards as per contract focusing on energy, water, pesticide use etc

Nothing to report

Strategic Objective 10: Overall condition of the Golf Course


Success criteria: 80% on compliance inspections across contract delivery, building maintenance, cleanliness, catering. 4 rating for environmental health inspections.*

The Contracts, Performance and Projects Officer undertake monthly spot checks of the centre to assess compliance with contract delivery and scores compliance across the following categories:

- First impressions
- Cleanliness and housekeeping
- Repair and maintenance
- Staff
- Environment

Once a quarter, the centre will also be scored on Safe Systems and Safeguarding following the quarterly audits referred to in Strategic Objective 8.

In 2017, 13 inspections were undertaken, including two quarterly audits. The average score was 78%

 <p>Rushcliffe Borough Council</p>	<p>Performance Management Board</p> <p>6 March 2018</p> <p>Review of Streetwise Environmental Ltd 2017/18</p>	<h1>5</h1>
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Report of the Executive Manager - Neighbourhoods

1. Summary

- 1.1. This report will provide Members with an opportunity to review the performance and partnership with Streetwise Environmental Ltd who deliver the Council's street cleansing and grounds maintenance functions under a prime contract arrangement.
- 1.2. John Scott Lee (Managing Director, Streetwise Environmental Ltd) will provide a presentation to Members on performance from April 2017 to present, across key services and outline future plans and initiatives.
- 1.3. Members are requested to comment on performance to date and any areas where the partnership could be strengthened to achieve improved outcomes.

2. Recommendation

It is RECOMMENDED that Members consider and make comments on the performance of Streetwise Environmental Ltd for 2017/18 as outlined in this report and the accompanying presentation.

3. Reasons for Recommendation

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

- 3.3. After a period of transition and mobilisation in early 2014 which included the transfer of staff, vehicles and other resources Streetwise Environmental Ltd officially commenced on 1 September 2014. The company continues to currently operate from the Council's Abbey Road Depot and maintains strong operational links with the rest of the Council through comprehensive service level agreements. It should be noted that Streetwise are currently considering re-locating to a Rushcliffe owned building on Moorbridge Road Industrial Estate in Bingham, as part of the council's overall ambition to vacate Abbey Road Depot.
- 3.4. Importantly the existing functions delivered by the 'in house' Streetwise team, for example, street cleansing and grounds maintenance have been detailed in an operational 'prime contract', which is designed to ensure clear and consistent continuity of service by the company during the initial five year period of the contract. Performance of the contract is managed by the Council's Contracts Hub and is measured against a range of performance indicators.
- 3.5. In addition to promoting and developing a strong partnership approach with the Council the company continue to create links with a range of new stakeholders both public and private with a view to developing business opportunities and delivering added social value with local groups and communities.

4. Supporting Evidence

- 4.1. Following its launch in September 2014 Streetwise has continued to perform strongly in all key performance and qualitative performance aspects. Since April 2017 contract performance monitoring has specifically demonstrated the following outcomes as outlined in **Appendix A**. In addition to the KPI outcomes other highlights have included the following;
 - The summer bedding display in West Bridgford continues to provide significant visual benefits in the Town Centre and is very popular with local residents and businesses
 - Promptly and efficiently dealing with an overall increase in fly tipping cases in 2017 and some particularly large and difficult cases involving unauthorised encampments
 - Continued positive feedback on the Streetwise sponsored illuminated Christmas tree on Tudor Square
- 4.2. Areas for further improvement highlighted by the Council for Streetwise during 2017/18 have been on the following key issues
 - A review of mechanical sweeping schedules to ensure a sustained focus on detritus cleansing in key locations across the Borough
 - Closer collaboration with Highways England and Amey on trunk road cleansing to allow sharing of lane closures to allow for litter picking to safely take place on trunk roads
 - A review of autumn leaf sweeping which in general went well in 2017, although further work is needed to ensure an efficient and effective autumn leaf fall cleansing programme for 2018 to ensure residual problem areas are addressed via the use of intelligence from historical hot spots etc.

- Collection and separation of waste for recycling from the new litter/recycling bins being placed in the main town centres
- 4.3. In addition to the data outlined in this report Streetwise Environmental Ltd will provide Members with a presentation covering the following areas:
- Scope of services delivered
 - Performance in key areas
 - Engagement with stakeholders and partners
 - Areas for future development
- 4.4. In preparation for scrutiny Members were asked to submit questions for discussion with Streetwise Environmental Ltd. In addition to their presentation to Members, the Managing Director will take questions on the above areas and any other matters as requested.

5. Risk and Uncertainties

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

6. Implications

6.1. Finance

There are no direct financial implications to this report however it should be noted that the net annual cost to the Council for the Streetwise contract is £1,357,900. The annual sum will rise by £26,800 in 2018/19 due to agreed contractual increases (inflation) and variations in the prime contract.

6.2. Legal

None.

6.3. Corporate Priorities

6.3.1. **Supporting economic growth to ensure a sustainable, prosperous and thriving local economy** – The creation of a company in the Borough which has the potential to grow and expand into new markets bringing jobs and growth into the Borough.

6.3.2. **Maintaining and enhancing our resident's quality of life** – The core services delivered by Streetwise Environmental Ltd are fundamental in creating and maintaining an attractive and clean environment which in turn has a significant positive impact on our residents' quality of life.

6.3.3. **Transforming the Council to enable the delivery of efficient high quality services** – The transformation of Streetwise into Streetwise Environmental Ltd is a key example of how the Council has transformed a number of services as part delivering its Transformational Plan.

6.4. Other Implications


None

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

Streetwise KPI Averages / Target

KPI/Qualitative Measure	Yearly Average Target	2016 /17	2017 / 18 Achieved to date	
Percentage of streets passing clean streets inspections	97.5%	97.3%	98.0%	Cumulative score for the year
Improved street and environmental cleanliness : Litter	98%	99.5%	99.1%	Cumulative score for the year
Improved street and environmental cleanliness : Detritus	93.5%	90.2%	92.9%	Cumulative score for the year
Improved street and environmental cleanliness : Graffiti	100%	100%	100%	Cumulative score for the year
Improved street and environmental cleanliness : Dog fouling	99%	100%	100%	Cumulative score for the year
% of fly tips responded to within 48 hours	100%	100%	100%	Cumulative score for the year
% of offensive graffiti removed within 24 hours	100%	100%	100%	Average monthly score
% of Zone 1 areas achieving grade A by 10.00am each day	100%	100%	96.7%	Average monthly score
Number of cases of fly tipping where evidence has been gathered	no target	0.6%	0.5%	Average tips per month with evidence
Assessment of the cleanliness of bring and glass recycling sites	4.00	4.4	3.6	Average monthly score
Assessment of Litter and Dog Bin emptying	4.00	4.2	4.1	Average monthly score
Assessment of Toilet Cleansing	4.00	3.9	4.0	Average monthly score
Assessment of Open space, grounds maintenance, shrub beds and hanging baskets	4.00	3.9	4.0	Average monthly score
Assessment of Land Drainage	4.00	3.9	4.0	Average monthly score
Assessment of Civic and Industrial Estates	4.00	3.9	3.9	Average monthly score
Assessment of Cemeteries	4.00	4.0	4.1	Average monthly score
Assessment of Rushcliffe Country Park	4.00	4.6	4.5	Average monthly score
Assessment of community halls	4.00	4.5	4.5	Average monthly score
Assessment of parks and nature areas	4.00	4.9	4.7	Average monthly score
Assessment of playing fields and	4.00	4.5	4.5	Average

KPI/Qualitative Measure	Yearly Average Target	2016 /17	2017 / 18 Achieved to date	
sports pitches				monthly score
Assessment of Hound Lodge	4.00	4.5	4.4	Average monthly score
Number of accident report forms completed - Streetwise staff	no target	28	17 (to end Dec 2017)	Annual Total
Number of days sickness due to work related accidents - Streetwise staff	no target	171	30 (to end Dec 2017)	Annual Total
Assessment of compliance with Waste Transfer Station requirements	4.00	4.3	4.2	Average monthly score

 <p>Rushcliffe Borough Council</p>	<p>Performance Management Board</p> <p>6 March 2018</p> <p>Performance Monitoring – Quarter 3 2017/18</p>	<h1>6</h1>
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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 3 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 are two performance highlights and two exceptions selected in this report.

The highlights are:

LIFCS14 Value of income generated as a result of the Investment Strategy being activated – the annual target of £37,100 has been achieved with income of £89,300 received up to the end of quarter 3.

LINS26 Number of successful homelessness preventions undertaken – there have been 192 achieved (target for quarter 3 is 172) and this has helped to prevent residents becoming homeless.

The exceptions are:

LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016 – this is largely due to the higher than anticipated NNDR charge for the Arena.

LITR35 Percentage of Growth Deal money drawn down and allocated – an application has been made to reallocate the remaining £3.25m and support has been made in principle to progress to making a business case for allocation to Chapel Lane, Bingham and the Fairham Pastures site.

The progress of the exceptions reported in quarters 1 and 2 is as follows:

LICO46 – Planning appeals allowed against authority's decision – the number allowed has increased since quarter 2, 41.7% of appeals have been allowed against a target of 25%, this equates to 8 allowed and 2 split decision out of 24 appeals overall.

LIFCS43 – Percentage of Community Support Grant allocation spent to date – although not hitting the profile target, it is close to last year's spending which indicates that out turn at the end of the year is likely to be 75% to 80%.

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – fly tipping incidents are increasing, campaigns are continuing with the support of Streetwise.

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). As previously reported, these indicators will not meet their targets for this year and will have targets revised for next year that take into account the impact new recording criteria using 2017/18 as a new baseline.

LITR51 – Corporate Sickness - number of days lost to sickness absence – sickness in quarter 3 has improved, short term sickness is 1.92 days and long term is 3.84 days after the resolution of cases by manual workers at the depot. As a result this indicator is now under target with 5.76 days sickness against a target of 6 days.

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 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 progress, the new industrial units are all let and work has commenced on shop refurbishment and the Multi-Service Centre. Growth Boards are working on action plans that will support economic growth and a partnership with Trent Bridge Community Trust for the delivery of the YouNG programme.

Performance Indicators

There are 37 of the 53 performance indicators within the corporate scorecard where quarter 3 performance data is available for this report. Twenty two have an improving trend and fifteen are deteriorating.

In this quarter there are two new highlights:

LIFCS14 Value of income generated as a result of the Investment Strategy being activated – the annual target of £37,100 has been achieved with income of £89,300 received up to the end of quarter 3.

LINS26 Number of successful homelessness preventions undertaken – there have been 192 achieved (target for quarter 3 is 172) and this has helped to prevent residents becoming homeless.

In this quarter there are two new exceptions:

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LITR35 Percentage of Growth Deal money drawn down and allocated – an application has been made to reallocate the remaining £3.25m and support has been made in principle to progress to making a business case for allocation to Chapel Lane, Bingham and the Fairham Pastures site.

The progress of the exceptions reported in quarter 1 and 2 are as follows:

LICO46 – Planning appeals allowed against authority's decision – the number allowed has increased since quarter 2, 41.7% of appeals have been allowed against a target of 25%, this equates to 8 allowed and 2 split decision out of 24 appeals overall.

LIFCS43 – Percentage of Community Support Grant allocation spent to date – although not hitting the profile target, it is close to last year's spending which indicates that out turn at the end of the year is likely to be 75% to 80%.

LINS06 – Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – fly tipping incidents are increasing, campaigns are continuing with the support of Streetwise.

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 new recording criteria using 2017/18 as a new baseline. Targets are set by the Police and Crime Commissioner, not by Rushcliffe Borough Council.


LITR51 – Corporate Sickness - number of days lost to sickness absence – sickness in quarter 3 has improved, short term sickness is 1.92 days and long term is 3.84 days after the resolution of cases by manual workers at the depot. As a result this indicator is now under target with 5.76 days sickness against a target of 6 days.

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	Kath Marriott	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	The WDYT (What Do You Think) campaign has been commissioned to operate across all Growth Board areas for a trial period of 3 months. Final details will include links with RBC Communications and it is hoped this will go live in March 2018.
Completed Date			<p>A workshop session was held on 7 December 2017 for the Bingham Masterplan, some initial proposals have been produced and presented to the Bingham Growth Board on 25 January 2018.</p> <p>An action plan from the West Bridgford Commissioners' report has been produced and was presented to the Board at the meeting on 13 February 2018.</p> <p>The East Leake Growth Board will receive a presentation covering the retail review, an over-view of the neighbourhood plan and an update about the health centre at its meeting on 7 February 2018. A work plan covering proposed items for future meetings has also been produced for discussion. Following this meeting the group will produce an action plan.</p> <p>An action plan from the Radcliffe on Trent masterplan is being produced to be shared with the Board in March 2018. This includes exploring the option for a Business Improvement District (BID) and reviewing the public realm in the village centre.</p> <p>The Strategic Growth Board met on 19 February 2018 and the agenda included an update from the LEP, progress on the delivery of Rushcliffe's Strategic sites, and aspirations for the A52.</p>
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 waste collection, ICT provision and Building Control, with further opportunities being considered, such as CCTS (the Council's 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> <p>For example, Cabinet on 9 January 2018 approved the formation of a partnership with Trent Bridge Community Trust for the delivery of the YouNG programme.</p> <p>The Economic Prosperity Committee comprising all Nottinghamshire councils has been re-established and had its first meeting in September 2017.</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	Peter Linfield	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	<p>One property has been purchased in Coalville, Leicestershire and the additional income generated has been reflected in the Transformation Programme. Further opportunities are currently being considered and evaluated. Overall over 50 properties have been evaluated.</p> <p>Updates will be provided to members on successful completion of purchases. The Council currently has three live bids in play.</p>
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
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Current Task Status	ST1620_04	Lead officer	Success measurement
	Work with partners to progress infrastructure projects, including: <ul style="list-style-type: none"> • Improvements to the A52 • Improvements to the rail connections between Nottingham and Grantham • Feasibility of a fourth Trent crossing 	Dave Mitchell	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 phase 1 works to two junctions on the A52 around Radcliffe on Trent are complete and works due to commence on the Bingham Road junction shortly. Further works in accordance with the overall A52 improvements are yet to be confirmed by Highways England. Discussions have been initiated with Robert Jenrick the MP for Newark on longer term aspirations for dualling the A52 between A46 at Bingham and Radcliffe on Trent.</p> <p>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. Feedback is still awaited.</p> <p>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.</p>
Completed Date			
Performance Measures & Indicators			
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	Kath Marriott	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
Target date	31-Mar-2020	Progress	<p>Work is underway on the improvements to the town centre shops and business hub. Completion is due by April 2018.</p> <p>The 15 employment units at Hollygate Park are now complete and have been let.</p> <p>Work started on the Multi Service Centre in December 2017 and is on track for completion in autumn 2018.</p> <p>The next phase of works will be the contract for the demolition of</p>
Completed Date			

		existing buildings and the delivery of new public realm and car parking in the town centre. This will be procured in Spring/Summer 2018.
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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	Kath Marriott	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 Clifton application for Growth and Housing Fund (GHF) was successful at the first stage and we are now working with Highways England to progress the business case for presentation to their board. The funding request is for £3.05m with a contribution from developers.</p> <p>The GHF application for RAF Newton has been approved and RBC are working with the developers to ensure the money is drawn-down in the required timescales.</p> <p>The Gamston and Clifton development groups continue to meet and are well attended. At its next meeting the Gamston group will receive a presentation about the vision for the site from the developers/landowners. The Clifton planning application received outline planning approval on Thursday 25 January 2018 and this group will now be focussed on progressing to the next stage including establishing available funding.</p> <p>At the Infrastructure and Investment Board (IIB) on 22 December 2017, support was given for us to progress to business case stage for the reallocation of Growth Deal 2 funding to Clifton (electrical servicing) and Chapel Lane (contribution to office space). State aid advice is being currently being sought for both these options.</p> <p>Digital Growth Programme (DGP) workshops are happening regularly at locations across the Borough. We are also delivering events in partnership with the Growth Hub to ensure there is a range of advice sessions available; this includes one to one advice. The DGP has now designed some Rushcliffe specific leaflets which are being distributed through the Business Partnership network.</p>
Completed Date			

Performance Measures & Indicators	Risks
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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	Dave Mitchell	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 consultation phase of the Bingham Leisure Centre feasibility study has been completed. The project remains on schedule for the summary report to be produced by the start of March 2018.
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	Dave Mitchell	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	Cabinet on 9 January 2018 approved the formation of a partnership with Trent Bridge Community Trust for the delivery of the YouNG programme. This will over time lead to greater synergy between the YouNG and Positive Futures programmes. A Service Level Agreement and governance structure are being developed along with detailed planning for the smooth operational handover to enable the transfer to take place from 1 April 2018.
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	Dave Mitchell	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	<p>The consultation for the proposed Local Plan Part 2 housing allocations closed on Monday 27 November 2017. Around 1,550 responses were received and these are now being processed and summarised.</p> <p>There are a number of technical issues generated by the consultation that now need to be addressed prior to finalisation of the draft plan.</p> <p>The aim is, subject to being able to address these outstanding matters, to take a draft plan to Full Council on 1 March 2018, otherwise to an alternative meeting to be arranged.</p>
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 (MTFS)	Peter Linfield	Residents are confident that the Council is well run, financially sound and delivering the services they need
Target date	31-Mar-2021	Progress	In year progress is on track. Currently finalising the MTFS and budget setting for 2018/19.
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	Kath Marriott	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	Two new partnership arrangements are in place with British Legion and SmokeFreeLife, and both provide a monthly drop in service at the contact centre.
Completed Date			<p>Production of new eforms is complete which enables residents to self-serve when they want to contact the council – and these can be used out of hours.</p> <p>Further collaboration opportunities have been explored and currently the partnership with Metropolitan is being looked at to see whether RBC can offer more customer services support here.</p> <p>Real time chat has been explored but would add to long wait times and create a latent demand therefore decided not to pursue.</p> <p>Work progresses on designing the layout of the Multiservice Centre in Cotgrave where RBC will share a space in the library with NCC. This will enable us to deliver a Monday-Friday service in Cotgrave, in a similar way to that delivered at Bingham.</p>

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	ST1620_12	Lead officer	Success measurement
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Status			
	Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes	Kath Marriott	Property owned by the Council is utilised to its full potential or used to generate income for the Council enabling it to keep Council Tax as low as possible
Target date	31-Mar-2020	Progress	Progress continues to be made to identify a solution for a new depot with and a report was taken to Cabinet on 13 February 2017 to seek approval for the relocation of Streetwise and green recycling.
Completed Date			<p>The Council has two sites identified in the Local Plan part 2 – Abbey Road depot and land at Hollygate Lane. If these are adopted in the local plan then work will take place on how best these can be brought forward for development.</p> <p>The Council's industrial unit portfolio has increased to 50 units following the additions at Cotgrave, and later this year this should increase to 60 units with 10 new units at Bingham.</p> <p>Lutterell Hall and Sir Julien Cahn pavilion were identified in the budget workshops as having potential for further review to maximise their benefit.</p>
Performance Measures & Indicators			Risks
New Council offices at Rushcliffe Arena operational by spring 2017			CRR_FCS12 Risk and return from Asset Investment Strategy
Complete Bridgford Hall building works by Spring 2017			
Finalise business case for the disposal the Civic Centre by December 2017			CRR_TR04 Failure to properly manage our property assets
Preferred site identified and business case prepared for Depot relocation by March 2018			
Depot relocated by March 2020			

Performance Highlights

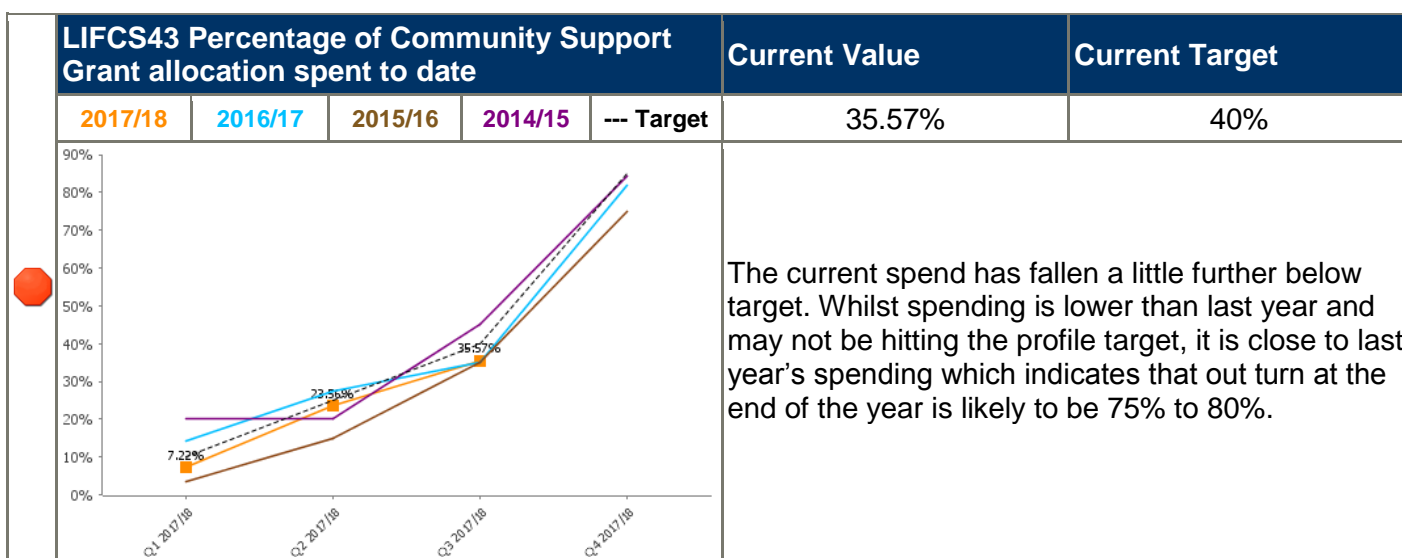
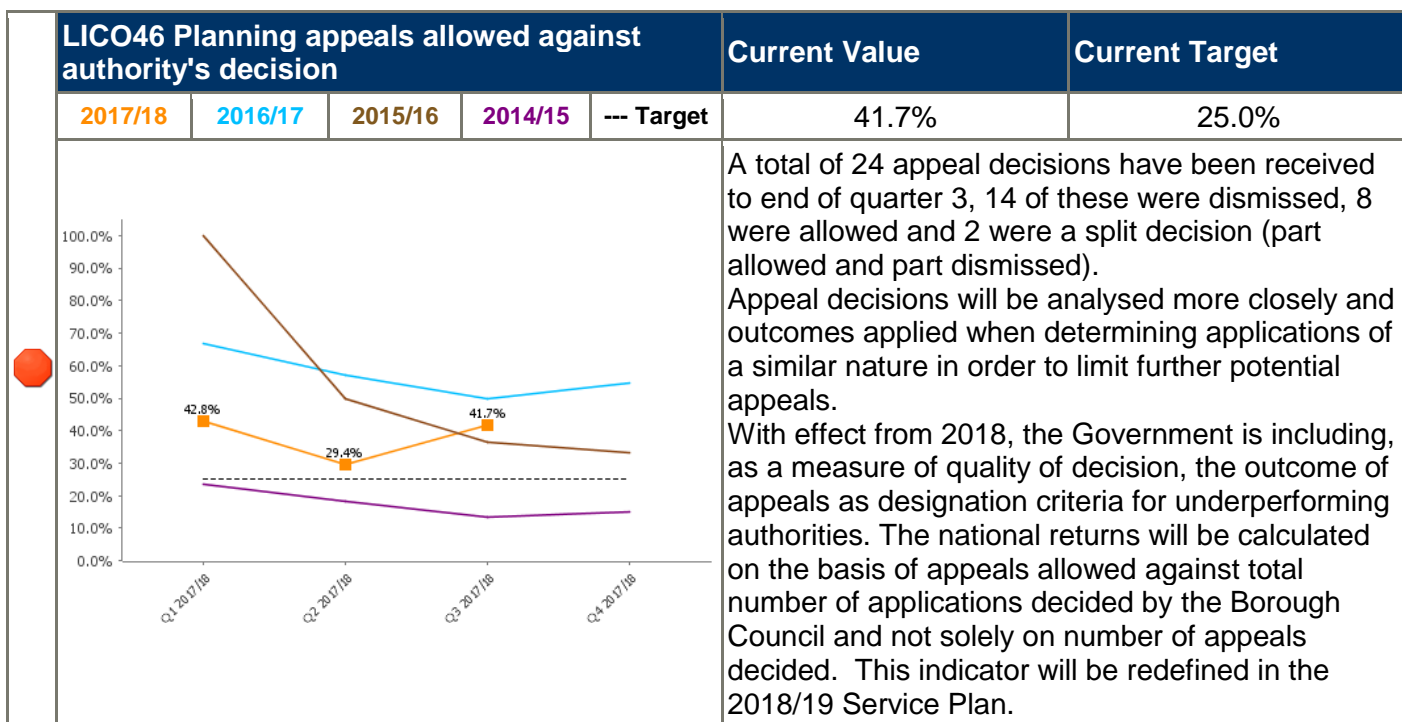
Neighbourhoods									
Status	Ref.	Description	14/15	15/16	16/17	Q3 2017/18			17/18
			Value	Value	Value	Value	Target	Long Trend	Target
✓	LIFCS14	Value of income generated as a result of the Investment Strategy being activated			£8,067	£89,300	£27,825	↑	£37,100
✓	LINS29	Number of successful homelessness preventions undertaken	258	261	242	192	172	↑	230

Performance Exceptions – quarter 3

LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016					Current Value	Current Target
2017/18	2016/17			--- Target	£0.485m	£0.546m
					<p>The Transformation Programme target is showing a shortfall of £41k which relates primarily to the new NNDR valuation on the Civic Arena being more than anticipated. An appeal is currently being prepared to submit to the Valuation Office. It is anticipated that the overall target will be achieved by quarter 4. In addition, the Council has generated other savings (outside of the Transformation Programme) contributing to a projected underspend of £390k as shown in the Revenue monitoring section of this report.</p>	

LITR35 Percentage of Growth Deal money drawn down and allocated					Current Value	Current Target
2017/18	2016/17			--- Target	48%	100%
					<p>Presentation to the Infrastructure and Investment Board on 21 December 2017 received in principle support to progress to full business case stage for reallocation of remaining funding to:</p> <ul style="list-style-type: none"> • £750,000 Chapel Lane • £2.5m to Clifton <p>It is therefore anticipated that the Growth Deal funding will be drawn down in 2018/19</p>	

Performance Exceptions – quarter 1-2 update



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	672	522

Number of fly tips increased over the past four months - increase also against last year's total number. This has been reflective of the national trend. Continuing work with Streetwise as a support service for fly-tipping campaigns and to target harden hotspot areas.

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	35 weeks	33 weeks

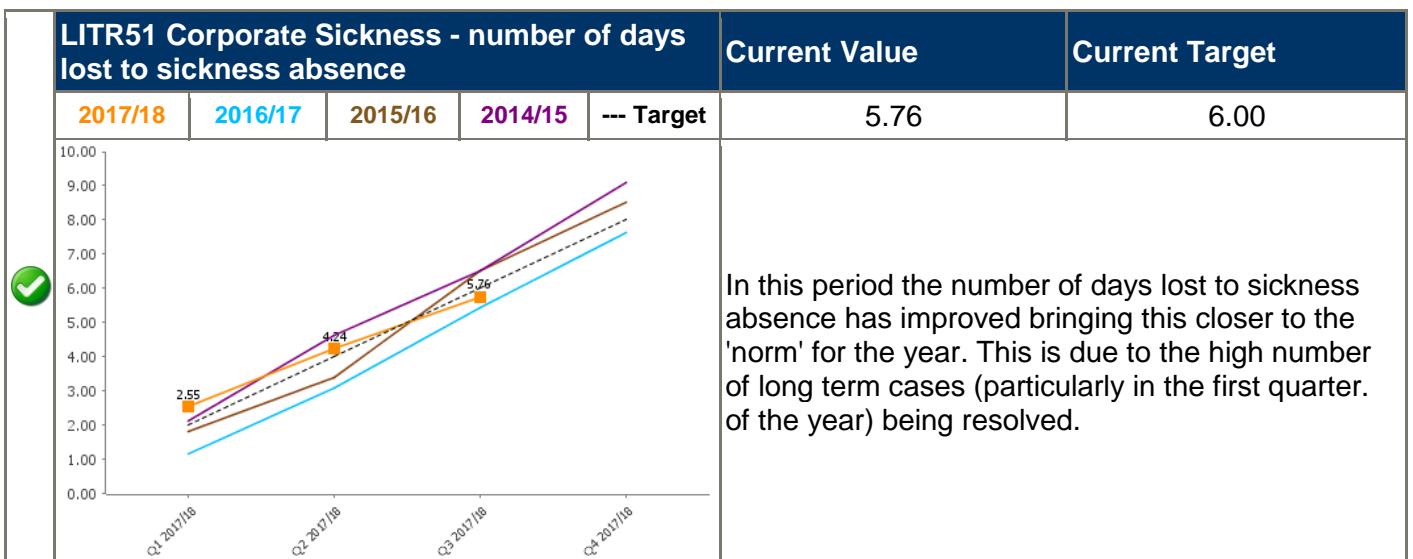
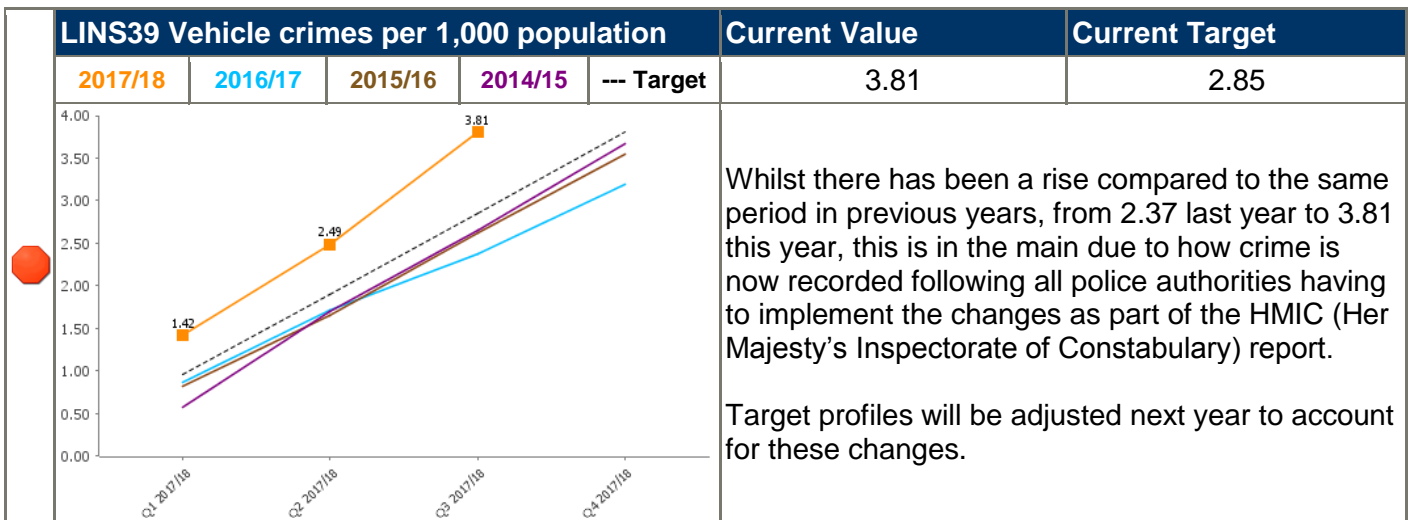
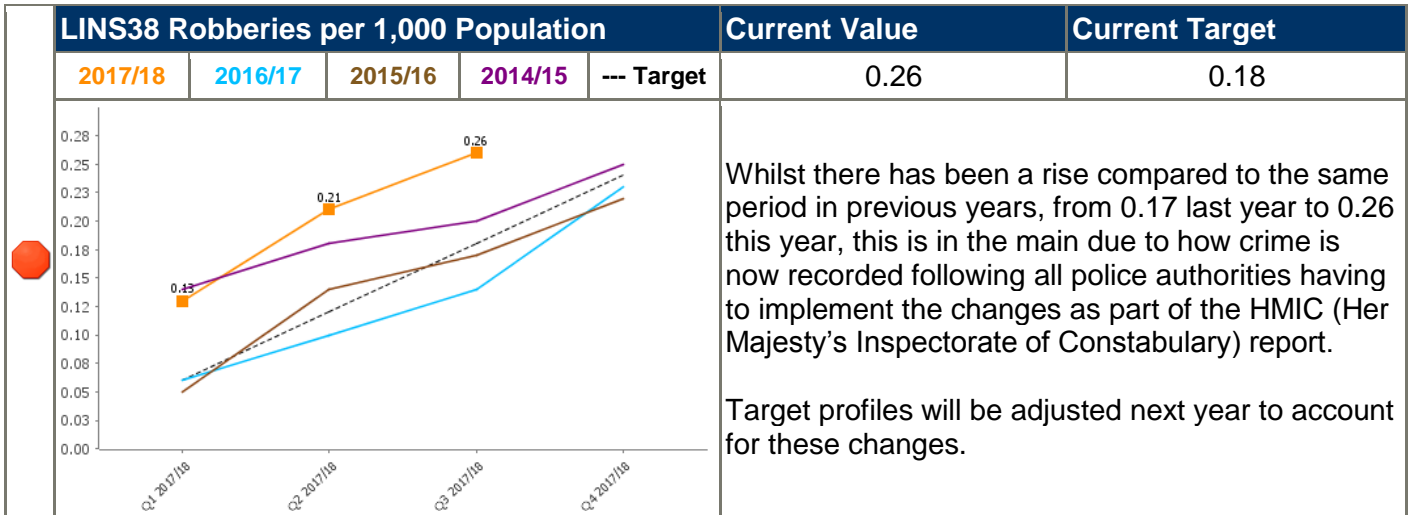
The average waiting time of all applicants rehoused through choice based lettings at 35 weeks. In total 268 people were rehoused.

This figure is affected by many factors including the number of properties advertised, the length of time applicants in lower bands (sheltered only or downsizers) are prepared to wait for a property of choice rather than out of need. The figure is skewed therefore by the few cases that have waited a long time (7 or 8 cases waited several years). As these few cases drop off the average waiting time will improve.

LINS37 Domestic burglaries per 1,000 households					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	7.55	4.90

Whilst there has been a rise compared to the same period in previous years, from 4.32 last year to 7.55 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.





























Corporate Scorecard

Communities						
Status	Ref.	Description	Q3 2017/18			2017/18
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	87.80%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	90.90%	60.00%		60.00%
	LICO46	Planning appeals allowed against authority's decision	41.7%	25.0%		25%
	LICO59	Income received for fee earning pre planning application advices	£29,640.73	-	-	-
	LICO60a	Contributions received as a percentage of current developer contributions	27.17%	-	-	-
	LICO60b	Value of future developer contributions to infrastructure funding	£34.65m	-	-	-
	LICO70a	Number of young people engaged with positive futures programme	334	-	-	-
	LICO70b	Number of work experience places organised	23	-		-





Finance & Corporate Services						
Status	Ref.	Description	Q3 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	99.15%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	72%	49.5%		70%
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£89,300	£27,825		£37,100
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme in April 2016	£0.485m	£0.546m		£0.907m
	LIFCS20	Percentage of Council Tax collected in year	86.70%	86.80%		99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	84.13%	84.70%		98.80%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	7.14 days	9.0 days		9.0 days



















	LIFCS43	Percentage of Community Support Grant allocation spent to date	35.57%	40%		85%
	LIFCS50	Number of complaints received by the council at initial stage	30	-		-

Neighbourhoods

Status	Ref.	Description	Q3 2017/18			2017/18
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	672	522		775
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	89.6%	92.0%		92.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	53.01%	52.57%		50.00%
	LINS24	Number of affordable homes delivered	75	50		79
	LINS25	Number of households living in temporary accommodation	7	11		11
	LINS27a	Average length of stay of all households in temporary accommodation	8 weeks	15 weeks		15 weeks
	LINS29	Number of successful homelessness preventions undertaken	192	172		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	7.55	4.90		6.40
	LINS38	Robberies per 1,000 Population	0.26	0.18		0.24
	LINS39	Vehicle crimes per 1,000 population	3.81	2.85		3.80
	LINS51	Number of leisure centre users - public	1,005,368	960,000		1,260,000
	LINS60	Number of users of paid council car parks	410,847	420,000		420,000

Transformation

Status	Ref.	Description	Q3 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	2.08%	-		-


	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	89%	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	93.03%	85%		85%
	LITR12b	Percentage of Customer Access Strategy delivered	82%	-		-
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£705,597	£690,374		£980,100
	LITR15	Percentage of privately owned industrial units occupied	94.62%	92%		92%
	LITR35	Percentage of Growth Deal money drawn down and allocated	48%	100%		100%
	LITR51	Corporate Sickness - number of days lost to sickness absence	5.76 days	6.00		8.00
	LITR54	Number of apprenticeships organised within the Council	3	-		-

Revenue Monitoring

	Quarter 3			
	Original Budget £'000	Revised Budget £'000	Projected Outturn £'000	Variance £'000
	Excluding recharges			
Communities	1,219	1,194	1,168	-26
Finance & Corporate Services	3,403	3,351	3,242	-109
Neighbourhoods	3,936	4,010	4,012	2
Transformation	2,885	2,995	2,935	-60
Sub Total	11,443	11,550	11,357	-193
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	10,770	-193
Revenue Contribution To Capital	158	158	158	0
Transfer to/(from) Reserves	-27	-134	256	0
Total Net Service Expenditure	10,987	10,987	11,184	-193
Grant Income (including New Homes Bonus)	-2,334	-2,334	-2,467	-133
Business Rates (including SBRR)	-2,561	-2,561	-2,625	-64
Council Tax	-6,074	-6,074	-6,074	0
Collection Fund Surplus	-18	-18	-18	0
Total Funding	-10,987	-10,987	-11,184	-197
Total Variance	0	0	0	-390

Capital Monitoring

CAPITAL PROGRAMME MONITORING - DECEMBER 2017			
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation	17,027	8,151	(8,876)
Neighbourhoods	2,208	1,267	(941)
Communities	399	229	(170)
Finance & Corporate Services	8,381	7,781	(600)
Contingency	270	270	-
	28,285	17,698	(10,587)
FINANCING ANALYSIS			
Capital Receipts	(15,277)	(13,222)	2,055
Government Grants	(5,167)	(1,947)	3,220
Other Grants/Contributions	(1,969)	(1,340)	629
Use of Reserves	(3,189)	(289)	2,900
Internal Borrowing	(2,683)	(900)	1,783
	(28,285)	(17,698)	10,587
NET EXPENDITURE	-	-	-

 <p>Rushcliffe Borough Council</p>	<p>Performance Management Board</p> <p>6 March 2018</p> <p>Work Programme March 2018</p>	<h1>7</h1>
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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
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
26 June 2018	<ul style="list-style-type: none"> • Carillion Annual Report • Performance Monitoring – Quarter 4 2017/18 • Performance Monitoring Annual Report • Work Programme
25 September 2018	<ul style="list-style-type: none"> • Civil Parking and Enforcement Contracts • Review of Complaints • Performance Monitoring – Quarter 1 2018/19 • Planning Enforcement Update • Work Programme
27 November 2018	<ul style="list-style-type: none"> • Parkwood Annual Report • Diversity Annual Report • Edwalton Golf Course Update • Environmental Health Enforcement Update • Performance Monitoring Quarter 2 2018/19

Date of Meeting	Item
5 March 2019	<ul style="list-style-type: none"> • Performance Monitoring – Quarter 3 2018/19 • Glendale Golf Annual Update • Streetwise Environmental Ltd Annual Update • 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