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Our reference:
Your reference:
Date: Monday, 18 June 2018

To all Members of the Performance Management Board

Dear Councillor

A Meeting of the Performance Management Board will be held on Tuesday, 26 June 2018 at 7.00 pm in Council Chamber Area B, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely



Julian Crowle
Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the Meeting held on Tuesday 6 March 2018 (Pages 1 - 8)
4. East Leake Leisure Centre Annual Report 2017-18 (Pages 9 - 16)
The report of the Executive Manager – Neighbourhoods is attached.
5. Performance Monitoring Quarter 4 2017/18 (Pages 17 - 38)
The report of the Executive Manager – Transformation and Operations is attached.
6. Performance Management Board Annual Report 2017/18 (Pages 39 - 48)
The report of the Executive Manager – Finance and Corporate Services is attached.

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7. Work Programme (Pages 49 - 50)

The report of the Executive Manager – Finance and Corporate Services is attached.

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.

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**MINUTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY, 6 MARCH 2018**

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

PRESENT:

Councillors G Wheeler (Chairman), H Chewings (Vice-Chairman),
Mrs C Jeffreys, N Lawrence, Mrs M Males, S Matthews, A Phillips, L Plant
and J Thurman

OFFICERS IN ATTENDANCE:

D Burch	Service Manager - Neighbourhoods
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
M Elliott	Constitutional Services Team Leader
K Marriott	Executive Manager - Transformation and Operations

ALSO IN ATTENDANCE

D Burch	Service Manager – Neighbourhoods
T Brooke	Managing Director, Glendale Golf
E Neary	Business Development Manager, Streetwise Environmental Ltd
J Scott-Lee	Managing Director, Streetwise Environmental Ltd

APOLOGIES:

Councillors S Bailey

18 Declarations of Interest

There were no declarations of interest.

19 Minutes of the Meeting held on 7 November 2017

The Minutes of the meeting held on Tuesday 7 November 2017 were accepted
as a true record.

20 Glendale Golf Annual Update

The Service Manager – Neighbourhoods presented the report of the Executive
Manager – Neighbourhoods to provide information and performance data for
the contract year January 2017 - December 2017 with regard to the delivery of
the Council's contract with Glendale Golf Ltd to manage the Edwalton Golf
Centre.

The Service Manager - Neighbourhoods advised that during 2017, there had

been a 35% increase in usage on the main course and a 17% increase in overall usage at the golf course. It was also noted that while usage remained very marginally below target by around 0.2%, there had been a national downturn in golf participation of 11% in 2017 that demonstrated the positive outcome Glendale Golf had achieved in the last year. The Service Manager advised that room hire bookings, including regular weekly slots, were also increasing which was positive to see. A detailed performance analysis on the contract was attached as an appendix to the officer's report.

Tom Brooke, Managing Director of Glendale Golf and Simon Williams, Centre Manager at Edwalton attended the meeting and provided a presentation on the performance of the Edwalton Golf Centre during 2017. The presentation covered:

- Strategic objectives 2017 – 2025 for the golf centre
- Information on investment in the centre's facilities
- Room hire and regular bookings
- Usage figures for 2017
- Information on marketing and social media activities
- Community outreach and engagement activities
- Membership statistics and partnership working with Edwalton Golf Club

Councillor Mrs Jeffreys asked about the possibility of wedding fairs being held at the golf centre. The Centre Manager advised that this was an area of potential business that was being looked at for the future. The Centre Manager also advised that they were proactive in looking for customers who would make regular room bookings at the centre and noted that they had already received bookings for three wedding receptions for later in the year

The Chairman asked about the club committee and the relationship between Edwalton Golf Club and Glendale Golf. The Managing Director advised that Glendale worked previously in partnership with the Club and had assisted them in areas such as IT, but that the on-going relationship between Glendale and Edwalton Golf Club had been difficult. It was noted that Glendale had had difficulties engaging with the club and getting them to engage with the wider community in order to increase participation. It has therefore been agreed that Glendale would take over the running of the club which would hopefully change perceptions of the club and encourage a greater feeling of engagement and hopefully look to increase numbers. The Chairman noted that he would be interested in attending an Edwalton Golf Club Committee Meeting as an observer, the Executive Manager – Business Transformation and Operations advised that this would be looked into as a possibility.

Members of the committee noted with satisfaction the positive performance of Glendale Golf and the great improvements that had been made over the last year. Members agreed that the performance of the Golf Centre was looking far more positive than it had done a year previously and welcomed the increased usage of both the course and off the facilities and the investment that had been made in these, as well as Glendale's activities to engage with the community and increase participation.

Councillor Plant asked with regard to paragraph 5.1 of the officer's report about the Council accepting a proposal by Glendale to establish a community interest

company who would operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd. The Managing Director advised that Lex Leisure were a community interest company whose operation of the golf centre would provide further benefits to the company's financial position whilst also supporting the promotion of golfing activities to different community groups. It was also noted that the arrangement with Lex Leisure would provide VAT efficiencies for Glendale which would help them move closer to a breakeven point on their contract with the Council. The Service Manager advised that Glendale's arrangement with Lex Leisure would not change their contract with the Council and all public facing activities would still be branded as Glendale Golf.

The Chairman and members of the committee expressed disappointment that the discussions between the Council and Glendale regarding community interest company, as well as the removal of a Rushcliffe Borough Council Councillor on the committee of the Golf Club had not been communicated to the Performance Management Board as well as all other Councillors before.

The Chairman thanked Tom Booke, Managing Director of Glendale Golf and Simon Williams, Centre Manager at Edwalton for attending and answering their questions.

It was **RESOLVED** that:

- a) the report and presentation be noted.
- b) the Executive Manager – Neighbourhoods investigates the possibility of the Chairman attending an Edwalton Golf Club Committee meeting as an observer.
- c) members of the Performance Management Board be provided with further information on the proposal by Glendale to establish a community interest company who would operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd.

21 **Streetwise Environmental Ltd Annual Update**

The Service Manager – Neighbourhoods presented the report of the Executive Manager – Neighbourhoods to provide information on the performance and the partnership with Streetwise Environmental Ltd on their delivery the Council's street cleansing and grounds maintenance functions under a prime contract arrangement. It was noted that following its launch in September 2014 Streetwise had continued to perform strongly in all key performance and qualitative performance aspects. A full list of Streetwise's performance against key performance indicators (KPI's) was included as an appendix to the officer's report with particular highlights including:

- The summer bedding display in West Bridgford continuing to provide significant visual benefits in the Town Centre and its popularity with local residents and businesses.
- Efficiently dealing with an overall increase in the number of fly tipping cases in 2017 and some particularly large and difficult cases involving unauthorised encampments.

The Service Manager advised of a number of areas of performance that the Council had been working on with Streetwise including:

- 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 to ensure an efficient and effective autumn leaf fall cleansing programme for 2018 to ensure residual problem areas were addressed.

John Scott-Lee, Managing Director, and Emily Neary, Business Development Manager, Streetwise Environmental Ltd, attended the meeting to provide presentation to the Board on the performance of Streetwise over the last year and on the Company's future plans and initiatives. The presentation covered:

- Expansion of Services
- Services delivered to RBC
- Key Performance Indicators
- Achievements
- Training and Equipment
- Social Values and Initiatives
- Expansion and Growth, future plans

Councillor Mrs Males noted the excellent service provided by Streetwise and asked about the frequency of road sweeping in the Borough. The Service Manager advised that all roads were currently swept at least twice a year as a minimum standard but that some roads were swept much more frequently. He went on to explain that it was important that Streetwise ensured their resources were appropriately used in the right areas rather than just clean 'clean' roads as they were on a set schedule. Members of the committee welcomed the amount of advertising activity that they had seen for Streetwise and the Managing Director provided further information on advertising and social media campaigns. Councillor Lawrence noted the cleanliness of his ward and advised that he had not received any complaints from residents in the past year regarding street cleaning. The Managing Director noted the high level of expectation with regard to service levels that the Council and residents had and advised that Streetwise always aimed to achieve maximum performance levels and not just to meet minimum levels of performance in order to meet contractual KPI's.

Councillor Plant noted how quickly Streetwise was growing as well as how the cleanliness of streets in the Borough had improved which many residents had commented to her about. Councillor Plant asked about Streetwise's Business Plan and where this would take the company. The Managing Director advised that the company's five year business plan had been approved by the company's Strategic Board and that it aimed to maximise growth for the company by bidding for, winning and delivering larger contracts.

Councillor Thurman asked about the move of operations from the Abbey Road

Depot in West Bridgford to Bingham, how this would affect staff and the opportunities for growth that it would enable. The Executive Manager – Operations and Transformation provided information on the phased transfer of services to Bingham from Abbey Road. The Managing Director emphasised that the move would not negatively affect Streetwise’s ability to deliver services across the Borough and that it would also provide opportunities for growth, service efficiencies and smarter ways of working.

The Chairman asked about the contract that was held with Nottinghamshire County Council for weed spraying. The Business Development Manager advised that Streetwise had again been awarded the contract and that weed spraying schedules had been prepared for the year and that information on when weed spraying would happen would be provided to Town and Parish Councils. Councillor Chewings asked with regard to KPI’s why there was not a KPI for sickness days and accident reporting. The Managing Director advised that accidents were rare, but those that did happen were reported to the Health and Safety Officer and that there were low levels of days lost to sickness. The Executive Manager advised that the Council could provide Streetwise with benchmarking data for sickness reporting, if required.

The Chairman thanked John Scott-Lee, Managing Director, and Emily Neary, Business Development Manager for attending and answering their questions.

It was **RESOLVED** that:

- a) the report and presentation be noted.
- b) a link to the Streetwise video showing how it worked with partners to offer opportunities to individuals who needed additional support in the workplace be circulated to members of the committee.

22 **Performance Monitoring - Quarter 3 2017/18**

The Performance, Reputation and Constitutional Services Manager presented the report of the Executive Manager - Transformation and Operations to provide a summary of the Council’s performance for quarter 3 of 2017/18, with regard to the tasks from the Corporate Strategy 2016-20, and the corporate basket of performance indicators.

The Performance, Reputation and Constitutional Services Manager noted two performance highlights:

- **LIFCS14 Value of income generated as a result of the Investment Strategy being activated** – the annual target of £37,100 being achieved with income of £89,300 received up to the end of quarter 3.
- **LINS26 Number of successful homelessness preventions undertaken** – there had been 192 achieved (target for quarter 3 was 172) which had helped to prevent residents becoming homeless.

as well as two exceptions:

- **LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016** – this was largely due to the

higher than anticipated NNDR charge for the Arena.

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

The Performance, Reputation and Constitutional Services Manager also provided a progress update on the exceptions that had been reported for quarters 1 and 2 including:

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

Members of the Group welcomed the reduction in the number of working days lost to sickness. Councillor Philips asked whether the figures included days lost to staff being absent due to adverse weather conditions. The Executive Manager - Transformation and Operations advised that due to the Council's flexible working arrangements that allowed staff to log on to the Council networks and work from home, no working days had been lost during the recent adverse weather.

Councillor Chewings asked about LIFCS4 – Percentage of Community Grant allocation spent to date by Councillors, and asked whether it could be considered that any unspent money could be placed in a central fund that could then be used to support other community projects across the Borough. The Executive Manager advised that this option was not in the scheme currently but that it could potentially be considered by the Member Development Group in the future. Councillor Plant noted that it was important that Community Support Grant money was only spent where there was a specific need, and should not be spent where it was not needed, she also noted that Councillors who were also County Councillors had funding from the County Council to spend in their communities.

Members of the Group asked several specific questions about performance indicators, including Council Tax collection rates and received verbal responses. Councillor Mrs Males asked about the performance indicator on work experience placements and the apparent decline in work experience placements at the Council. The Performance, Reputation and Constitutional Services Manager advised that this was a new performance indicator and that data for this had not yet been recorded for a full year, and that moving forward the figures would improve later in the year when the majority of work experience placements had taken place.

It was **RESOLVED** that:

- a) the report be noted.
- b) the Member Development Group consider how unspent Community Support Grant money could potentially be used to support community

projects across the Borough.

23 **Work Programme**

The Group considered its Work Programme.

The Executive Manager – Transformation and Operations advised that there was a Scrutiny Matrix which could be found on the extranet, and that would be circulated to members of the group, for Councillors to use to suggest potential Work Programme items for the Performance Management Board or one of the other Scrutiny committees.

It was **RESOLVED** that:

- a) the Group's Work Programme, as set out below, be approved.

19 June 2018	Carillion Annual Report Performance Monitoring Quarter 4 2017/18 Performance Monitoring Annual Report Work Programme
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25 September 2018	Civil Parking and Enforcement Contracts Review of Complaints Performance Monitoring Quarter 1 2018/19 Planning Enforcement Update Work Programme
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27 November 2018	Parkwood Annual Report Diversity Annual Report Environmental Health Enforcement Update Performance Monitoring Quarter 2 2018/19 Work Programme
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5 March 2019	Glendale Golf Annual Update Streetwise Annual Update Performance Monitoring Quarter 3 2018/19 Work Programme
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- b) the Scrutiny Matrix be circulated to members of the committee.

The meeting closed at 9.00pm

CHAIRMAN

ACTION AND RESPONSE SHEET

Performance Management Board – Tuesday 6 March 2018

Minute No.	Actions	Officer Responsible	Responses
20	The Executive Manager – Neighbourhoods investigates the possibility of the Chairman attending an Edwalton Golf Club Committee meeting as an observer.	Executive Manager - Neighbourhoods	A Request was sent to the Edwalton Golf Club Committee and a one off meeting was arranged for the Chairman to attend a committee meeting - Completed
20	members of the Performance Management Board be provided with further information on the proposal by Glendale to establish a community interest company who would operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd.	Executive Manager - Neighbourhoods	Councillors' Briefing note sent to all Councillors on 29 March 2019
21	A link to the Streetwise video showing how it worked with partners to offer opportunities to individuals who needed additional support in the workplace be circulated to members of the committee.	Constitutional Services	Link published on the Extranet and emailed to all Councillors – Completed by Constitutional Services – 15 March 2018
22	The Member Development Group consider how unspent Community Support Grant money could potentially be used to support community projects across the Borough.	Executive Manager – Finance and Corporate Services Performance, Reputation and Constitutional Services Manager	Waiting to confirm date of next Member Development Group - Constitutional Services
23	The Scrutiny Matrix be circulated to members of the committee.	Constitutional Services	Matrix sent to all Committee Chairs and Vice-chairs – Constitutional Services



Performance Management Board

26 June 2018

East Leake Leisure Centre – Annual Report 2017

Report of the Executive Manager – Neighbourhoods

1. Summary

- 1.1. The East Leake Leisure Centre was managed by Carillion Plc. under a Private Finance Initiative (PFI) scheme. This report covers performance at the East Leake Leisure Centre over the contract year, January to December 2017.
- 1.2. In line with other leisure contract reports information is formatted to enable Members to see variations in usage over the past two years. Staff from East Leake Leisure Centre will make a presentation at the meeting.
- 1.3. Members will be aware that Carillion entered administration in January 2018. Whilst this report covers the performance period January to December 2017, before the administration took place, officers would take this opportunity to reassure Members that East Leake Schools Ltd, who operate the PFI contract and have the direct contract with Carillion to deliver facilities management and leisure centre management at the site, have worked closely with the administrators throughout this time to ensure that service delivery and staffing remains consistent and have kept officers fully informed during this time of uncertainty.
- 1.4. On 4 June 2018, Mitie were appointed as the new providers. Mitie and East Leake Schools have been working in the background since January waiting for all legalities to be completed to enable the transfer of the contract. All Carillion staff are now employed by Mitie. It really has been business as usual throughout this time and it is pleasing to report that early monitoring of 2018 performance is showing there to be no adverse effect on performance of the contract.

2. Recommendation

It is RECOMMENDED that the Performance Management Board notes and comments on the performance of Carillion's delivery of the contract over the contract year January 2017 – December 2017.

3. Reasons for Recommendation

- 3.1. To comply with good practice on the annual reporting 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. The leisure management contract with Carillion is a 25 year PFI arrangement that runs until 2027. It requires a considerable financial contribution year on year of almost £500k. However, as all planned and responsive maintenance is carried out by the contractor this reduces the risk of unexpected maintenance costs and the need to make capital programme allowances in our budgets for this site.
- 5.2. A current uncertainty, whilst not related to this reporting year, is the demise of Carillion and the service delivery transferring to a new provider. All parties are working together to ensure the transition is as seamless as possible for the customer and leisure centre staff and that the services and performance are of equal or improved quality. As has been previously referred to, it is pleasing to report that early monitoring of 2018 performance is showing there to be no adverse effect on performance of the contract

6. Implications

6.1. Finance

These are addressed within the report.

6.2. Legal

None arising from this report.

6.3. Corporate Priorities

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

6.4. Other Implications

None arising from this report.

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

PROGRESS AGAINST OBJECTIVES

Background

The leisure services agreement with Carillion sets four key objectives:

1. Usage of no less than 180,000 users per annum
2. Customer satisfaction rating of 80% (very or satisfied)
3. 70% compliance rate at client inspections
4. The provision of a broad range of activities to include children's holiday activity programmes.

This report also includes reporting on use of IT, Partnership Working & Marketing, Health and Safety and financial viability that have all previously been requested by PMB members.

Usage

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

Despite the contract objective requiring a minimum usage per year of 180,000 visits, this figure has never changed since the contract was introduced in 2007. To ensure continuous challenge, each year, the centre manager and the Rushcliffe Contract Manager set an annual target based on the previous year's use. This was set at 224,500 for contract year 2017.

Overall Usage for 2017 and 2016

Activity	2017	2016	Trend
Swimming	100,665	98,419	+2.23%
Health & Fitness	60,282	55,944	+7.2%
Other Usage	57,448	59,679	-3.8%
Total	218,395	214,042	+2%

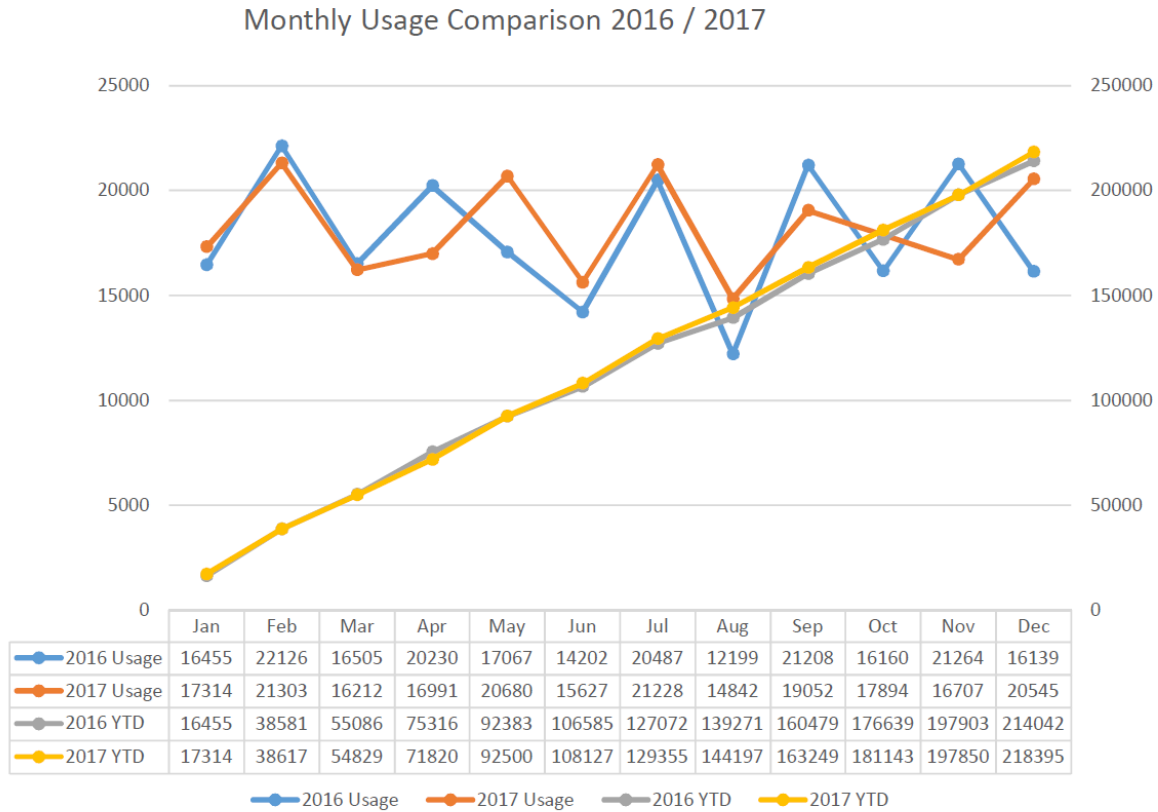
It is pleasing to report that 2017 saw an overall uplift in usage by 2%. Whilst the target for 2017, of 224,500 visits was not achieved, this was a very ambitious target of 4.9% uplift on 2016 delivery. A more reflective, yet still challenging, target has been set for 2018 of 223,050 (3% uplift on the 2017 usage).

The figures show that there has been a massive increase in health and fitness use this contract year. This is in line with national trends. It is reported in the '2017 State of the Fitness Industry Report' that 1 in 7 people are now members of a fitness club nationally with a 5.9% national increase in fitness club membership during 2017. Monthly membership at East Leake has outstripped this national trend. Membership has been maintained at over 521 throughout the year (480 in 2016) and peaked at 632 in June. This figure includes swimming lesson memberships.

Whilst swimming has not grown at the same rate, it remains the most popular activity with over 650 customers enrolled on the lesson scheme.

Usage in other facilities has dropped over the year, due to reduced sports hall bookings and Astro Turf bookings. Sports Halls and Astro turfs are always more affected by seasonal fluctuations and weather patterns. Carillion have undertaken mitigating actions including offering £1/person for Astro turf use in holidays, providing new goals for the Astro turf, attracting play schemes and disability groups to the sports hall. The sports hall floor has also been renewed this year. Plans to replace the Astro Turf with a 3G surface are currently on hold whilst Mitie review the investment programme.

The graph below shows the month by month and annual usage performance for 2016 and 2017.



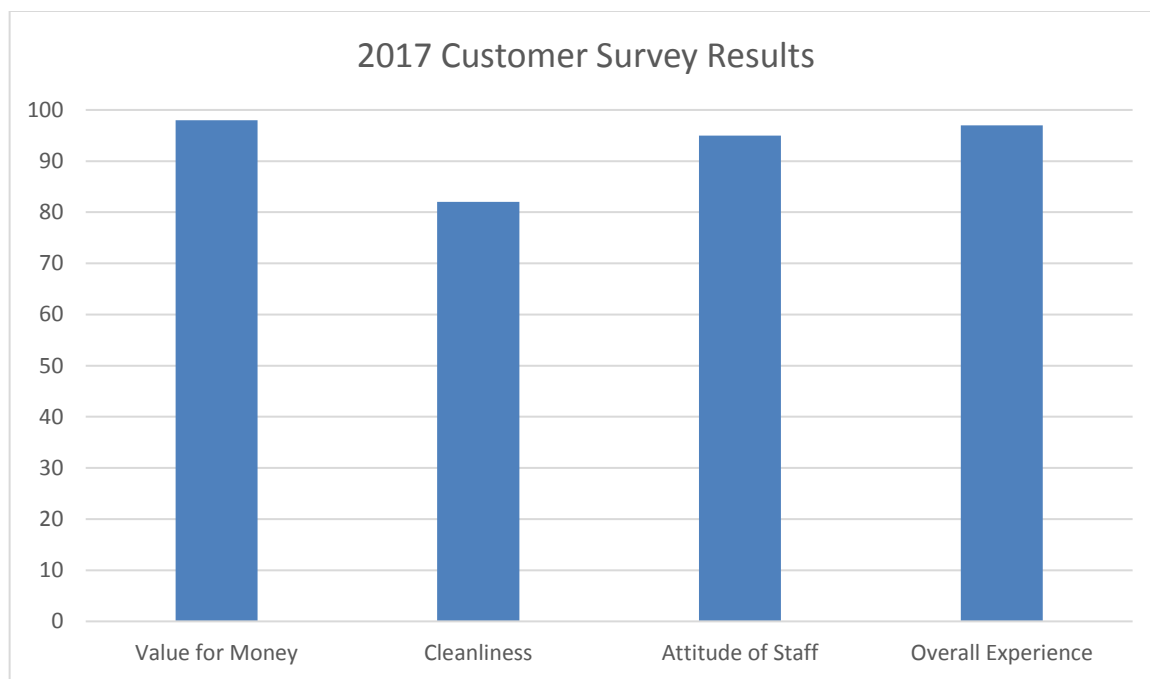
Customer Satisfaction

Success Criteria: Customer satisfaction levels achieve 80%,

Customer comments are collected every month and once a year an annual satisfaction survey is carried out. In 2017 the average ongoing customer satisfaction from monthly returns was 93% from 292 comments. Whilst there were no trends, a few comments were received throughout the year regarding classes over-running or starting late so additional time has been built into

timetables for turnaround between classes. An extra Aqua class was also introduced after negative feedback about this class being too busy.

The annual survey corroborated the monthly surveys with 221 returns being received and an overall satisfaction score of 97%



Client Inspection Compliance

Success Criteria: Inspections carried out by the Leisure Contracts Manager achieve a level of 70%

23 inspections were carried out by the Leisure Contracts Manager throughout 2017 with an average compliance score of score 81.3%.

Activity Programme

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

Carillion have worked closely with the school to offer gym inductions to every year 9 pupils as part of the Physical Education programme and the gym instructor has written six standard fitness programmes for use by the schools PE teachers. They also continue to run under 16s sessions in the fitness suite. This work, along with the sessions, complemented the Student Membership offering which encourages students 14 years and plus to use the fitness suite regularly.

Along with 5 different swimming sessions for juniors the centre offers trampolining coaching on a weekly basis. Reduced junior membership and pay as you go prices are available and a specific session for 14-15 year olds is held in the fitness suite every day.

The Centre works with a local clubs to provide a variety of activities for junior members, including; swimming, football, netball, badminton, triathlon and a variety of martial arts.

The Centre also works with Trent Bridge Community Trust who deliver free gym sessions every Thursday after school. They also deliver additional gym and football sessions during the school holidays.

Attendance at holiday clubs decreased by 198 users from 2016 as only one of the two schemes operated this year, with full details as follows;

Holiday Period	Feb Half Term	Easter	May Half Term	Summer	October Half Term	Xmas	Total
Number attending (2017)	57	213	78	750	81	0	1167
Number attending (2016)	73	129	81	1037	45	0	1365

Use of Information Technology

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

The Centre continues to use Facebook and Twitter accounts to keep customers updated with news, events and promotions at the facility. Their Facebook page closed the year in December 2017 at 1078 likes. (Current likes are 1,113, which is a positive trend). The Centre also publish live timetables for aerobic classes, gym and pool timetables on their website, which achieved 4784 unique website visits between March and December 2017. Unfortunately, it is still not yet possible to make bookings online or to pay online with the exception of swimming lessons.

Partnership Working and Marketing

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

During 2017 Carillion worked with the Trent Bridge Community Trust to deliver free sessions to disadvantaged children.

The Centre has joined the East Leake Traders Association and is actively supporting business in the village and regularly attends village events, particularly the village carnival and village open day where demonstrations and free passes are given out to encourage membership and swimming lesson take-up.

The Centre offers Corporate Memberships to local schools, British Gypsum employees, local companies that form the East Leake Traders Association and members of the local slimming world. Carillion have again this year continued to work with British Gypsum, supporting their health days.

East Leake is thriving with a great deal of new development. The centre continues to work with local house builders to ensure that new home owners receive a welcome pack when moving in directing them to the facilities the centre has to offer, membership information and free have a go passes.

The centre manager continues to work closely with the Councils Sports Development Officer to support initiatives to get more people active.

Over the past year the marketing programme has included the following initiatives;

- Energise + (members bring a friend for just £2.50)
- Attendance at meet your village event in March
- New 6 a side football league launched in May
- Direct marketing to existing members to boost attendance at junior activities.
- Activ football marketing
- Under 16s fitness workshops
- Summer promotions and fun summer pool timetables
- Summer Sizzler (monthly membership ticket for just £22)
- 6 week summer ticket for 5-13 year olds, and 14-18 year olds
- £1/person astro turf throughout summer
- Christmas pantomime
- Christmas light switch on
- 12 days of Christmas promotional offer
- Energise your new year

Financial Viability

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


There are two elements involved in the funding of Leisure Centre. Firstly there is the Council's contribution in respect of the PFI unitary payment and a management charge paid by the Council via Nottinghamshire County Council to Carillion for operating the leisure centre. The PFI arrangement is such that all utility charges and maintenance costs are included within the fees.

Payments made over the last two contract years are as follows:

Year	Payment
Jan 2017 – Dec 2017	£486, 682
Jan 2016 – Dec 2017	£479,256

Health & Safety

43 accidents were recorded during the year (up from 33 in 2016). None were classified as reportable to the Health & Safety Executive. 24 of the accidents reported took place in the swimming pool. This figure represents an accident occurrence rate of just 0.02% of the overall usage.

 Rushcliffe Borough Council	Performance Management Board 26 June 2018 Performance Monitoring – Quarter 4 2017/18
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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 4 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 thirteen performance highlights selected for this report, nine new and four that have been highlights during quarters 1-3.

The highlights are:

LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – a highlight in quarter 1, this indicator maintained high performance throughout the year achieving 90% at year-end against a target of 60%.
LIFCS14 Value of income generated as a result of the Investment Strategy being activated – a highlight in quarter 3, the income of £76,257 was more than double the target (£37,100).

LIFCS20 Percentage of Council Tax collected in year – the collection rate of 99.31% is the council's highest collection rate (note: only 3 district councils achieved a higher rate in 2016/17).

LIFCS21 Percentage of Non-domestic Rates collected in year – the collection rate is 99.53%, a high for Rushcliffe (to put this in context, only 4 district councils achieved a higher rate in 2016/17).

LINS24 Number of affordable homes delivered – there have been 112 affordable homes completed this year, the most delivered in Rushcliffe in a single year and signifies the increase in housebuilding triggered by the adoption of the Local Plan in 2014.

LINS25 Number of households living in temporary accommodation – the number has reduced in the last two quarters enabled by the high number of successful homelessness preventions achieved.

LINS27a Average length of stay of all households in temporary accommodation – the average time spent in temporary accommodation has reduced from 12 weeks in 2016/17 to 9 weeks this year.

LINS29 Number of successful homelessness preventions undertaken – a highlight in quarter 3, 269 homelessness preventions were achieved ensuring that residents were able to stay in their homes.

LINS51 Number of leisure centre users – public – a highlight in quarter 2, the success of the new Arena has had a positive impact on the number of leisure centre users.

LITR01 Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre – customer satisfaction surveys have been done throughout the year and the feedback from those surveyed has been very positive.

LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes – performance has achieved target for the first time in three years.

LITR11b Percentage of telephone enquiries to RCCC resolved at first point of contact – the percentage of enquiries resolved by the Customer Services Centre has risen to 88%, therefore only a relatively small number of calls are passed to back office staff.

LITR51 Corporate Sickness - number of days lost to sickness absence – this indicator was an exception for the first two quarters, however the resolution of a number of long term sickness cases has enable performance to be turned around in the second half of the year.

There are three new exceptions:

LIFCS13 Percentage of Investment Strategy committed – the Asset Investment Strategy had an extra £5m resource added in September 2017 which therefore reduced the percentage committed.

LIFCS60 Value to date of savings generated as a result of partnership activities – no savings have been generated during 2017/18 although there are existing partnership activities (such as IT, Building Control and payroll) that provide both greater service resilience and economies.

LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2 – no new initiatives became operational during 2017/18, although the Trent Bridge Community Trust became operational in April following agreement by Cabinet on 9 January 2018.

The progress of the exceptions reported in quarters 1 and 3 is as follows:

LICO46 – Planning appeals allowed against authority's decision – the number of allowed appeals increased to 12 (two of these were split decisions but these are treated

as allowed in the calculation), out of 28 appeals overall.

LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the end of the financial year – this is largely due to the higher than anticipated NNDR charge for the Arena. Contextually, the Council still attained sufficient efficiencies to have an underspend on the 2017/18 budget (ie due to efficiencies outside of the transformation programme eg staff turnover).

LIFCS43 – Percentage of Community Support Grant allocation spent to date – although not hitting the profile target (under by just £4,216.57), it is close to last year's spending total.

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – fly tipping incidents are increasing nationally and a combination of educational campaigns and enforcement through fixed penalty notices or prosecution is aiming to reduce incidents next year.

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings – this indicator is no longer an exception, as the current 32 weeks meets the 33 week target. The improvement is a result of a greater availability of property and shorter waiting times.

LINS37 Domestic burglaries per 1,000 households

LINS38 – Robberies per 1,000 population

LINS39 – Vehicle crimes per 1,000 population – the increase in reported crime is reflective of an increase in recording rather than an increase in the incidence of crime in Rushcliffe. To ensure the reporting of crime complies with national standards the Police now convert a higher proportion of incidents to crimes than previously. As a result the targets previously set were not met and once we have a full picture we will amend our performance standard accordingly.

LITR35 Percentage of Growth Deal money drawn down and allocated – to date £3m (48%) of the Growth Deal money has been secured, the remainder will be allocated to new projects once confirmation has been given by D2N2.

LITR51 – Corporate Sickness - number of days lost to sickness absence – sickness improved in quarters 3 and 4 after the resolution of cases of long term sickness by manual workers at the depot. As a result this indicator is now under target and no longer an exception with 7.44 days sickness against a target of 8 days. The short term rate was 2.96% and the long term rate 4.55%.

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:	Charlotte Caven-Atack Performance, Reputation & Corporate Services Manager 0115 914 278 ccaven-atack@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, however due to the ambitious plans the Council has for growth and some changing priorities since the Corporate Strategy was written, activity for some of the tasks / sub-tasks will be limited during the next two years, whilst reporting will be more focussed on emerging sub-tasks that are part of the current priorities. The regeneration works in Cotgrave continue to progress, the retail units were completed on 18 May 2018 and the Multi-Service Centre is due to complete at the end of September 2018. Growth Boards are working on action plans that will support economic growth and initiatives like #WDYT that aim to encourage businesses to engage digitally with potential customers. Funding has been secured (£9.95m) from Homes England to contribute towards the upfront road infrastructure costs on the Fairham Pastures development, and additional funding applications have been made to support the development of this site.

Performance Indicators

There are 43 of the 53 performance indicators within the corporate scorecard where quarter 4 performance data is available for this report. Eighteen have an improving trend and twenty one are deteriorating.

There are 9 new highlights and 13 in all for the year. The new highlights are:

LIFCS20 Percentage of Council Tax collected in year – the collection rate is 99.31%, the council's highest collection rate (note: only 3 district councils achieved a higher rate in 2016/17).

LIFCS21 Percentage of Non-domestic Rates collected in year – the collection rate is 99.53%, a high for Rushcliffe (to put this in context, only 4 district councils achieved a higher rate in 2016/17).

LINS24 Number of affordable homes delivered – there have been 112 affordable homes completed this year, the most delivered in Rushcliffe in a single year and signifies the increase in housebuilding triggered by the adoption of the Local Plan in 2014.

LINS25 Number of households living in temporary accommodation – the number has reduced in the last two quarters enabled by the high number of successful homelessness preventions achieved.

LINS27a Average length of stay of all households in temporary accommodation – the average time spent in temporary accommodation has reduced from 12 weeks in 2016/17 to 9 weeks this year.

LITR01 Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre – customer satisfaction surveys have been done throughout the year and the feedback from those surveyed has been very positive.

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LIFCS13 Percentage of Investment Strategy committed – the Asset Investment Strategy had an extra £5m resource added in September 2017 which therefore reduced the percentage committed.

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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 campaign events have all taken place now. Turnout was low but engagement on social media is positive so far. The Team have done some walkabouts in the areas to increase sign ups and provide one to one support. The campaign will run until mid-July 2018.
Completed Date			<p>A draft of the Bingham Masterplan was shared with the Bingham Growth Board on 26 April 2018. The final report was shared with them in May. The group will communicate the outcomes with the community and put in place an action plan for delivery.</p> <p>An action planning session in East Leake resulted in the production of a plan which was presented at the last meeting on 13 June 2018. A representative of Severn Trent Water also attended to provide an update on sewage and drainage which is a priority for the East Leake Growth Board.</p> <p>The Radcliffe on Trent Group met on 3 May 2018 and their focus is; improvements to Main Road, the health centre and skate park.</p> <p>An action plan developed from the West Bridgford Commissioners report was presented to the West Bridgford Growth Board on 12 June 2018. Funding has been allocated to the development of a West Bridgford Way which will involve the production of a map and suite of marketing material. The work commissioned to Via East Midlands about the Tudor Square masterplan has highlighted the original proposal was not necessarily viable. Other options are being explored that would better meet Notts County Council Highways requirements.</p> <p>The Strategic Growth Board will next meet on 2 July 2018</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: • 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	Rushcliffe is involved in many partnership and collaborative projects, one of great success is Cotgrave Town Centre. The refurbishment of the first row of shops is now complete, together with the new business centre and the multi-service centre build is well underway - this project has involved many partners, all coming together to improve the local environment and services for residents and business. Cabinet, at its meeting on 9 January 2018, approved the formation of a delivery partnership with Trent Bridge Community Trust to support the future delivery of YouNG.	
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	Two properties have been purchased in 2017/18, one in Coalville, Leicestershire and the other in Finch Close, Nottingham. The additional income generated has been reflected in the Transformation Programme. Further opportunities are currently being considered and evaluated.	
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 Task 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		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 substantially complete. Further works in accordance with the overall A52 improvements are yet to be confirmed by Highways England. Following discussions initiated with Robert Jenrick the MP for Newark and the Borough Council Growth Boards regarding longer term aspirations for dualling the A52 between A46 at Bingham and Radcliffe on Trent a letter has been sent to the Minister for Transport requesting a further Multi Modal Study be undertaken.</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				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		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>The retail units and business centre were completed on 18 May 2018. There are 4 pre lets in place for the business centre.</p> <p>The multi service centre is due to be completed by end of September 2018. Following completion the partners will relocate and the other buildings will be demolished as part of the public realm work.</p> <p>The tender for the public realm work is likely to be issued in June 2018.</p>	
Completed Date				


Performance Measures & Indicators	Risks
Planning application submitted for Cotgrave Town Centre by September 2016	CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LITR30 Number of apprenticeships created as part of the of Cotgrave development	
LITR31 Percentage of new private homes on the colliery site completed	CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
LITR32 Percentage of new affordable homes on the colliery site completed	
LITR33 Percentage of new homes on the colliery site occupied	
LITR34 Percentage of employment units on the Cotgrave colliery site occupied	


Current Task Status	ST1620_06	Lead officer	Success measurement
	Contribute towards economic growth in the Borough	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	We have secured £9.95m of housing infrastructure funding from Homes England (HE) to contribute towards the upfront road infrastructure costs on the Fairham Pastures development. We are now going through the due diligence stage with HE which should take 2 to 3 months to complete.
Completed Date			<p>The Fairham Pastures development group has approved an enhanced governance structure that includes a board made up of senior representatives as well as sub groups to lead on employment, infrastructure and housing.</p> <p>A proposal has been shared with the D2N2 LEP for the reallocation of £2.5m growth deal funding to Fairham Pastures. If this is approved this will develop into a full business case for presenting to the Infrastructure and Investment Board.</p> <p>The Growth and Housing application for £3.05m for Fairham Pastures is progressing through the business case stage with Highways England.</p> <p>The Digital Growth Programme is being delivered in the Borough with workshops held regularly. Workshops planned include:</p> <ul style="list-style-type: none"> • An introduction to paid social advertising • Effective search engine optimisation • Your finances: stop juggling and start living • One to one business support sessions <p>An invite has been sent to Councillor Edyvean to attend future steering group meetings following the Rushcliffe Business Partnership Strategy Day.</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	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	Significant work has been undertaken to investigate the site options and financial implications of replacing Bingham Leisure Centre. Further information is awaited from the project consultants before wider discussions take place with key stakeholders.
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	<p>Delivery of the YouNG programme was successfully transferred to Trent Bridge Community Trust on 1 April 2018. Seven young people from Rushcliffe secondary schools visited Posnan in Poland on a learning visit which involved trading at a busy market. This represents the final overseas visit within the Erasmus+ funded programme. A delegation of international visitors will be hosted in Rushcliffe during the summer.</p> <p>There have been 290 young people engaged with the Positive Futures Programme. The average contact hours per participant has increased from 11.6 to 12.25 hours. This indicates more in-depth work with those who are engaging with the programme.</p>
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 draft Local Plan Part 2 was approved by Full Council on Thursday 26 April 2018 and published for consultation on Wednesday 16 May 2018. The deadline for representations supporting or objecting to this plan is Thursday 28 June 2018. The indicative timetable following on from this, depending on the number of representations received and Inspector availability, is:</p> <ul style="list-style-type: none"> • Submission of Local Plan Part 2 (plus all representations and supporting evidence) for examination – July 2018 • Public examination of plan – September/October 2018 • Adoption of plan – December 2018.
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 target to deliver the required savings. The Council is 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 in place with British Legion and SmokeFreeLife, and both provide a monthly drop in service. Production of new eforms is complete. Further collaboration opportunities have been explored, but none to progress currently.
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	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	The final sub-action in this task is the relocation of Abbey Road Depot, this project is progressing well, with a decision expected from the Streetwise Board in June 2018.
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	14/15	15/16	16/17	Q4 2017/18			17/18
			Value	Value	Value	Value	Target	Long Trend	Target
Communities									
✓	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	97.80%	83.00%	88.00%	90.00%	60.00%	↑	60.00%
Finance & Corporate Services									
✓	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	-	New	£8,067	£76,257	£37,100	↑	£37,100
✓	LIFCS20	Percentage of Council Tax collected in year	99.10%	99.13%	99.20%	99.31%	99.10%	↑	99.10%
✓	LIFCS21	Percentage of Non-domestic Rates collected in year	98.80%	98.50%	99.30%	99.53%	98.80%	↑	98.80%
Neighbourhoods									
✓	LINS24	Number of affordable homes delivered	68	79	73	112	79	↑	79
✓	LINS25	Number of households living in temporary accommodation	4	6	4	6	11	↓	11
✓	LINS27a	Average length of stay of all households in temporary accommodation	-	New	12 wks	9 wks	15 wks	↑	15 wks
✓	LINS29	Number of successful homelessness preventions undertaken	258	261	242	269	230	↑	230
✓	LINS51	Number of leisure centre users - public	1,357,205	1,262,202	1,254,363	1,400,866	1,260,000	↑	1,260,000
Transformation									
✓	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	99.0%	95.0%	100.0%	100.0%	95.0%	↑	95.0%
✓	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	92%	80%	79%	90%	85%	↑	85%
✓	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	-	89.33%	85.6%	88%	83%	↓	83%
✓	LITR51	Corporate Sickness - number of days lost to sickness absence	9.08	8.50	7.65	7.44	8.00	↑	8.00

Performance Exceptions – quarter 4

LIFCS13 Percentage of Investment Strategy committed					Current Value	Current Target
2017/18	2016/17	N/A	N/A	Target	57%	70%
					<p>The performance of this indicator has not met target for two reasons; the Asset Investment Strategy had an extra £5m resource added in September 2018 which therefore reduced the percentage committed once the purchase of two target properties factored into the data calculation, were not completed.</p>	

LIFCS60 Value to date of savings generated as a result of partnership activities					Current Value	Current Target
2017/18	2016/17			--- Target	0	£20,000
					<p>Cabinet, at its meeting in January 2018, approved the formation of a delivery partnership with Trent Bridge Community Trust to support the future delivery of YouNG. Cabinet also agreed to commit to the existing budget provision of £82,000 per annum until December 2020 so as to enable the YouNG project to establish a sustainable partnership with Trent Bridge Community Trust. Therefore, it is not envisaged that any savings will be realised until beyond this timeframe.</p>	

LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2					Current Value	Current Target
2017/18	2016/17			--- Target	0	2
					<p>Cabinet, at its meeting in January 2018, approved the formation of a delivery partnership with Trent Bridge Community Trust to support the future delivery of YouNG, and this partnership became operational after the end of the 2017/18 period in April 2018.</p>	

Performance Exceptions – quarter 1-3 update

LICO46 Planning appeals allowed against authority's decision					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	42.8%	25.0%
<p>A line chart showing the percentage of planning appeals allowed against the authority's decision from Q1 2017/18 to Q4 2017/18. The y-axis ranges from 0.0% to 100.0%. The x-axis shows four quarters. Data points are: Q1 2017/18 (42.8%), Q2 2017/18 (29.4%), Q3 2017/18 (41.7%), and Q4 2017/18 (42.8%). A dashed horizontal line represents the target at 25.0%. Historical data for 2016/17 and 2015/16 is also shown as lines.</p>					<p>A total of 28 appeal decisions have been received at year end, 16 of these were dismissed, 10 were allowed and 2 were a split decision (part allowed and part dismissed).</p> <p>With effect from 2018, the Government is including, as a measure of quality of decision, the outcome of appeals as designation criteria for underperforming authorities. The national returns will be calculated on the basis of appeals allowed against total number of applications decided by the Borough Council and not solely on number of appeals decided. This indicator has been redefined in the 2018/19 Service Plan and split in to 2 indicators, one in respect of major applications and one in respect of non-major applications.</p>	

LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the end of the financial year					Current Value	Current Target
2017/18	2016/17	-	-	--- Target	£0.687m	£0.728m
<p>A line chart showing the cumulative value of savings achieved by the Transformation Strategy from Q1 2017/18 to Q4 2017/18. The y-axis ranges from £0m to £0.8m. The x-axis shows four quarters. Data points are: Q1 2017/18 (£0.186m), Q2 2017/18 (£0.387m), Q3 2017/18 (£0.485m), and Q4 2017/18 (£0.687m). A dashed diagonal line represents the target path.</p>					<p>Annual savings for the Transformation Plan had 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.</p>	

LIFCS43 Percentage of Community Support Grant allocation spent to date					Current Value	Current Target																														
2017/18	2016/17	2015/16	2014/15	--- Target	80.27%	85%																														
<table border="1"> <caption>Percentage of Community Support Grant allocation spent to date</caption> <thead> <tr> <th>Quarter</th> <th>2017/18</th> <th>2016/17</th> <th>2015/16</th> <th>2014/15</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>7.22%</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q2 2017/18</td> <td>23.55%</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q3 2017/18</td> <td>35.57%</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q4 2017/18</td> <td>80.27%</td> <td>-</td> <td>-</td> <td>-</td> <td>85%</td> </tr> </tbody> </table>					Quarter	2017/18	2016/17	2015/16	2014/15	Target	Q1 2017/18	7.22%	-	-	-	-	Q2 2017/18	23.55%	-	-	-	-	Q3 2017/18	35.57%	-	-	-	-	Q4 2017/18	80.27%	-	-	-	85%	<p>The annual spend for the year was £33,173.43 and this was under the target by £4,216.57. Spending is marginally lower than last year but in line with previous years.</p> <p>Many community projects have benefitted from grant funding including:</p> <ul style="list-style-type: none"> • £440 for Edwalton Primary School to purchase a pig pen • £950 towards the Party on the Pitch event at Bingham Children’s Centre • £650 towards the Young Radcliffe Event • £1172 to Radcliffe on Trent Parish Council towards the skate park refurbishment 	
Quarter	2017/18	2016/17	2015/16	2014/15	Target																															
Q1 2017/18	7.22%	-	-	-	-																															
Q2 2017/18	23.55%	-	-	-	-																															
Q3 2017/18	35.57%	-	-	-	-																															
Q4 2017/18	80.27%	-	-	-	85%																															

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	995	775																														
<table border="1"> <caption>Cumulative number of fly tipping cases</caption> <thead> <tr> <th>Quarter</th> <th>2017/18</th> <th>2016/17</th> <th>2015/16</th> <th>2014/15</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2017/18</td> <td>152</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q2 2017/18</td> <td>374</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q3 2017/18</td> <td>672</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q4 2017/18</td> <td>995</td> <td>-</td> <td>-</td> <td>-</td> <td>775</td> </tr> </tbody> </table>					Quarter	2017/18	2016/17	2015/16	2014/15	Target	Q1 2017/18	152	-	-	-	-	Q2 2017/18	374	-	-	-	-	Q3 2017/18	672	-	-	-	-	Q4 2017/18	995	-	-	-	775	<p>There has been a national increase in reports of fly tipping, so increases observed in Rushcliffe are a part of a bigger picture, the reasons for this are not fully known and complex. From an enforcement perspective we have new powers to issue fixed penalty notices (FPNs) and we have already begun to issue a number of these. We also operate the CCTV fly tipping camera in identified areas and have recently sought the assistance of Streetwise to progress this further, with revenue from various FPN’s for enviro crime supporting this work.</p> <p>From an educational perspective we have also developed the “eyes watching” campaign as a means of raising awareness together with publicising successful prosecutions as and when they occur. This has included a successful joint fly tipping prosecution in partnership with Gedling with other prosecutions to follow.</p>	
Quarter	2017/18	2016/17	2015/16	2014/15	Target																															
Q1 2017/18	152	-	-	-	-																															
Q2 2017/18	374	-	-	-	-																															
Q3 2017/18	672	-	-	-	-																															
Q4 2017/18	995	-	-	-	775																															

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	32 weeks	33 weeks
					<p>This indicator is no longer an exception, as the current 32 weeks meets the 33 week target. The improvement is a result of a greater availability of property and shorter waiting times.</p> <p>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.</p>	

LINS37 Domestic burglaries per 1,000 households					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	10.04	6.40
					<p>The increase in reported crime in Rushcliffe is reflective of an increase in recording rather than an increase in the incidence of crime in Rushcliffe.</p> <p>To ensure the reporting of crime complies with national standards the Police now convert a higher proportion of incidents to crimes than previously. As a result we will not meet the targets previously set and once we have a full picture will amend our performance standard accordingly.</p>	

LINS38 Robberies per 1,000 Population					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	0.33	0.24
					<p>See comment above for LINS37</p>	

LINS39 Vehicle crimes per 1,000 population					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	4.98	3.80

See comment above for LINS37

LITR35 Percentage of Growth Deal money drawn down and allocated					Current Value	Current Target
2017/18	2016/17			--- Target	48%	100%

















The Council was successful in its application for 'Growth Deal 2' funding; nearly 50% has been secured and will be used to help development at sites in Bingham, Cotgrave and Newton. The remainder is being allocated to new projects including the Fairham Pastures development and approval is being sought from D2N2 for these new schemes.













LITR51 Corporate Sickness - number of days lost to sickness absence					Current Value	Current Target
2017/18	2016/17	2015/16	2014/15	--- Target	7.44	8.00











The number of days lost to sickness absence has improved over the year and despite being over target in quarters 1 and 2 has met its target. This is the lowest sickness rate reported since 2013/14.

This is due to the high number of long term cases (particularly in the first quarter of the year) being resolved.



























Corporate Scorecard























Communities						
Status	Ref.	Description	Q4 2017/18			2017/18
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	86.20%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	90.00%	60.00%		60.00%
	LICO46	Planning appeals allowed against authority's decision	42.8%	25.0%		25.0%
	LICO59	Income received for fee earning pre planning application advices	£44,174.57	-		-
	LICO60a	Contributions received as a percentage of current developer contributions	29.57%	-		-
	LICO60b	Value of future developer contributions to infrastructure funding	£33.92m	-		-
	LICO70a	Number of young people engaged with positive futures programme	290	-		-
	LICO70b	Number of work experience places organised	25	-		-

Finance & Corporate Services						
Status	Ref.	Description	Q4 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	98.57%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	57%	70%		70%
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£76,257	£37,100		£37,100
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme at the end of the financial year*	£0.687m	£0.728m		£0.728m
	LIFCS20	Percentage of Council Tax collected in year	99.31%	99.10%		99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	99.53%	98.80%		98.80%

	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	7.23 days	9.0 days		9.0 days
	LIFCS43	Percentage of Community Support Grant allocation spent to date	80.27%	85%		85%
	LIFCS50	Number of complaints received by the council at initial stage	40	-		-
	LIFCS60	Value to date of savings generated as a result of partnership activities	0	£20,000		£20,000.00
	LIFCS61	Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2	0	2		2

*LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016. – description has changed to keep in line with annual target setting.

Neighbourhoods						
Status	Ref.	Description	Q4 2017/18			2017/18
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	995	775		775
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	89.5	92.0		92.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	50.38%	50.00%		50.00%
	LINS24	Number of affordable homes delivered	112	79		79
	LINS25	Number of households living in temporary accommodation	6	11		11
	LINS27a	Average length of stay of all households in temporary accommodation	9 weeks	15 weeks		15 weeks
	LINS29	Number of successful homelessness preventions undertaken	269	230		230
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	32 weeks	33 weeks		33 weeks
	LINS37	Domestic burglaries per 1,000 households	10.04	6.40		6.40
	LINS38	Robberies per 1,000 Population	0.33	0.24		0.24
	LINS39	Vehicle crimes per 1,000 population	4.98	3.80		3.80
	LINS51	Number of leisure centre users - public	1,400,866	1,260,000		1,260,000
	LINS60	Number of users of paid council car parks	543,646	555,000		555,000

Transformation						
Status	Ref.	Description	Q4 2017/18			2017/18
			Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100.0%	95.0%		95.0%
	LITR03a	Percentage increase in self-serve transactions	2.27%**	-		-
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	90%	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	94.4%	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	£984,386	£980,100		£980,100
	LITR15	Percentage of privately owned industrial units occupied	94.39%	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	7.44	8.00		8.00
	LITR54	Number of apprenticeships organised within the Council	8	-		-

**LITR03a - 2016/17 data reported incorrectly as 13.67% due to error in number of payments used in calculation.



Rushcliffe
Borough Council

Performance Management Board

26 June 2018

Performance Management Board Annual Report 2017/18

Report of the Executive Manager – Finance and Corporate Services

1. Summary

- 1.1. This annual report reviews the work undertaken by the Performance Management Board during 2017/18. Each of the scrutiny groups prepares an annual report and these will be presented to full Council in September 2018. The Board has met four times during the year.
- 1.2. Over the year, the Performance Management Board scrutinised and monitored the quarterly performance in relation to the Council's strategic tasks and the key performance indicators as presented in the Council's Corporate Strategy.
- 1.3. In addition, the Board scrutinised:
 - East Leake Leisure Centre – Carillon Annual Report
 - Glendale Golf/Edwalton Golf Course Contract – Annual Review
 - Civil Parking Enforcement Contract
 - Review of Customer Complaints and Ombudsman Letter 2016/17
 - Parkwood Leisure Contract Annual Review
 - Equality and Diversity Annual Report 2016/17
 - Streetwise Environmental Ltd for 2016/17
- 1.4. The Performance Management Board is asked to review the report and consider if it fully reflects the work undertaken by the group.

2. Recommendation

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

3. Risk and Uncertainties

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

4. Implications

4.1. Finance

There are no direct financial issues arising from this report.

4.2. **Legal**

There are no legal issues arising from this report.

4.3. **Corporate Priorities**

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

4.4. **Other Implications**

There are no other issues arising from this report.

For more information contact:	Charlotte Caven-Atack Performance, Reputation and Constitutional Services Manager 0115 914 8278 email ccaven-attack@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix 1 - Performance Management Board's Annual Report

Performance Management Board

Chairman's Foreword

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

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

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



Councillor D G Wheeler
Chairman



Councillor H Chewings
Vice Chairman

What we are responsible for?

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

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

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

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

Our work this year

Monitoring services, helping develop policy and consultation before Cabinet

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

- East Leake Leisure Centre Annual Report
- Glendale Golf/Edwalton Golf Course Contract – Annual Review
- Civil Parking Enforcement Contract Update
- Review of Customer Complaints and Ombudsman Letter 2016/17
- Parkwood Leisure Contract Annual Review
- Equality and Diversity Annual Report 2016/17
- Streetwise Environmental Ltd for 2016/17.

Performance Monitoring

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

- Tasks and performance indicators in the Corporate Strategy 2016-20
- Police and crime figures and how they were reported
- The number of fly tipping incidents
- Corporate sickness and how this is reported
- Apprenticeship placements within the Council

- Planning appeals allowed against the Authority's decision
- Councillors' Community Grant Scheme.

East Leake Leisure Centre – Carillion Annual Report

In June 2017, the Board were informed of the new contract management team which sat under the Neighbourhood service and is responsible for overseeing the Council's contracts with other partnerships such as Parkwood Leisure, Nottinghamshire County Council, Broxtowe Borough Council and Carillion.

The Board received a presentation from the Manager at East Leake Leisure Centre outlining the centre's performance and welcomed the positive results, including an increase in gym usage and customer service satisfaction levels continuing to remain high at 93%. Members were pleased to hear about measures undertaken to increase membership including, amendments to timetables, classes targeted at particular age groups, investment in gym equipment, the use of social media to promote services, targeted marketing campaigns to local employers, schools and new housing developments and joint working with other sports partners, all of which had contributed to increased customer usage.

Glendale Golf/Edwalton Golf Course Contract – Annual Review

The Board worked closely in partnership with Glendale Golf throughout the year to support them in improving their performance at Edwalton Golf Course. It was reported that usage remained below target by around 0.2%. It was, however, noted this should be viewed against a national downturn in golf participation of 11% in 2017.

The Managing Director of Glendale Golf provided the Board with a presentation on the performance of the Edwalton Golf Centre during 2017. The presentation covered:

- Strategic objectives 2017-2025 for the golf centre
- Information on investment in the centre's facilities
- Room hire and regular bookings
- Usage figures for 2017
- Information on marketing and social media activities
- Community outreach and engagement activities
- Membership statistics and partnership working with Edwalton Golf Club

Members scrutinised many issues, including publicity and the need for more focused marketing, levels of staffing, the cleanliness of the site, external signage, customer satisfaction levels and the refurbishment of the toilets and function room. Members were provided with details of an action plan that had been devised to address these issues and members were encouraged that a variety of promotional strategies were planned.

Members of the Board were advised that Lex Leisure, an established community interest company had been approached to provide support with the promotion of golfing activities. It was also noted that the arrangement with Lex Leisure would

provide VAT efficiencies for Glendale which would help them move closer to a breakeven point on their contract with the Council.

Members of the Board were satisfied with the positive performance of Glendale Golf and the improvements that had been made over the last year. Members were pleased with the performance of the Golf Centre and welcomed the increase usage of both the course and the facilities, room bookings, including regular weekly slots, were increasing as well as Glendale's activities to engage with the community to increase participation.

Members of the Board are looking forward to monitoring how Glendale's plans for promoting and managing the golf course during the coming year positively affect the financial performance and customer experience of the Edwalton golf course.

Civil Parking Enforcement Contract

The Board received the progress report on the work of the Civil Parking Enforcement Contract in partnership with Broxtowe Borough Council for 2016/17. Members were advised that changes to tariffs had been introduced in West Bridgford based on customer feedback, with a 'step' tariff being introduced starting at 50p for half an hour's stay. In January 2017, new machines had been installed in West Bridgford and Rushcliffe Country Park to enable the Council to offer a greater choice of payment options and the board noted that this had been positively received by the public. Members were also advised that the changes introduced at Rushcliffe Country Park where a voluntary parking contribution had been changed to a compulsory £1 charge, and in Bingham and Radcliffe on Trent where changes had been introduced to provide some short stay parking, had been received well locally.

Members advised of their support for the revised parking arrangements that had been introduced in Bingham and Radcliffe on Trent where a mixture of short and long stay parking had been implemented. Members did, however, express concern regarding the numerous problems with parking across the Borough, and suggested that the provision for more long stay parking provision is investigated for implementation across the Borough.

Members of the Board are looking forward to reviewing this issue next year and reviewing the longer term effects of the changes to parking arrangements that have been introduced.

Review of Customer Feedback 2016/17

Members were provided with, and analysed, customer feedback data for the Council for 2016/17 and noted with approval that the trend for complaints received by the Council continued to show a positive downward trend. Members were also advised that all complaints received had been responded to within the target response times for complaints. Members welcomed the low number of complaints and noted their approval for the efficient manner in which complaints received were dealt with.

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 received should be included in the Councillors' newsletter, Councillors' Connection, each week.

Parkwood Leisure Contract – Annual Review

The Board were advised that following the closure of Rushcliffe Leisure Centre and the opening of Rushcliffe Arena, the contract with Parkwood had been extended to run until 2025. It was noted that the changes to the contract would provide a £2.4m saving over the lifetime of the contract.

The Board received the Annual Leisure Centre Service Report for 2017, which summarised a broad range of information and performance data and provided a comprehensive review of the effectiveness of the contract that Parkwood Community Leisure Ltd provides across the Council's four sites.

Members noted that the closure of Rushcliffe Leisure Centre and the opening of Rushcliffe Arena had gone smoothly and that the new Arena had been a great success, exceeding all expectations. Members were advised of the various promotional and marketing methods Parkwood used to attract and retain customers, and that the access control systems at the four leisure centres monitored customer attendance so that Parkwood could target specific groups with relevant offers.

Members endorsed the way in which Parkwood was fulfilling its contract with the Council and welcomed the innovative ways it was using to encourage attendance which would impact positively on the health and wellbeing of local residents.

Equality Annual Report 2016/17

The Board received a report setting out the Council's performance against the objectives in the Council's Single Equality Scheme during 2016/17.

The information contained in the report of the Strategic Human Resources Manager 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 noted with concern the lack of diversity within the makeup of employees within the Council but recognised that this was an issue shared with Nottinghamshire County Council. It was noted that as the demographic of the Borough as a whole was predominantly white that this would continue to be a challenge. 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 and would be reported to the Performance Management Board when completed. Members are looking forward to reviewing this information when it is available.

Review of Streetwise Environmental Ltd for 2017/18

At its March meeting, the Board received a presentation on the performance of, and the partnership with Streetwise Environmental Ltd on their delivery of the Council's street cleansing and grounds maintenance functions under the prime contract arrangement. The presentation provided information on the performance of Streetwise over the last year and on the Company's future plans and initiatives. The presentation covered:

- Expansion of Services
- Services delivered to the Council
- Key Performance Indicators
- Achievements
- Training and Equipment
- Social Values and Initiatives
- Expansion and Growth – future plans

Members of the Board welcomed that Streetwise had continued to perform strongly against targets in all key performance and qualitative performance aspects during 2017/18. Members were provided with a comprehensive list of Streetwise's performance against key performance indicators (KPI's) with particular highlights including:

- The summer bedding display in West Bridgford continuing to provide significant visual benefits in the Town Centre and its popularity with local residents and businesses.
- Efficiently dealing with an overall increase in the number of fly tipping cases in 2017 and some particularly large and difficult cases involving unauthorised encampments.

Members were also provided with information on areas of performance that the Council had been working on with Streetwise including:

- 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 its appointed contractor 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 to ensure an efficient and effective autumn leaf fall cleansing programme for 2018 to ensure residual problem areas were addressed.

Members noted, with approval, how quickly Streetwise was growing as well as how the cleanliness of streets in the Borough had improved which many residents had commented about. Members were advised of the high level of expectation with regard to service levels that the Council and residents had and advised that Streetwise always aimed to achieve maximum performance levels and not just to meet minimum levels of performance in order to meet contractual KPI's.

Members enquired about Streetwise plans for future expansion and were informed that Streetwise had set out a five year business plan which had been approved by the company's Strategic Board and that it aimed to maximise growth by bidding for, winning and delivering larger contracts. Members were also provided with information in respect of the move of operations from Abbey Road Depot to Bingham and were advised that this would be delivered on a phased transfer of services so that the move would not have a negative effect on the ability of Streetwise to provide continuity in services across the Borough.

Members of the Board are looking forward to monitoring performance throughout next year as well as the opportunities for growth and challenges provided by the move of operations from the Abbey Road Depot in West Bridgford to Bingham.

Member Panels

The Group did not establish any Member Panels this year.

Call-ins

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

Looking forward to the year ahead

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

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Performance Management Board

26 June 2018

Work Programme

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
26 June 2018	<ul style="list-style-type: none"> • East Leake Leisure Centre 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 Customer Feedback • 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 • Environmental Health Enforcement Update • Performance Monitoring – Quarter 2 2018/19 • Work Programme
5 March 2019	<ul style="list-style-type: none"> • Glendale Golf Annual Update • Streetwise Environmental Ltd Annual Update • Performance Monitoring – Quarter 3 2018/19 • 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.

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Background papers Available for Inspection:	None
List of appendices (if any):	None