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Our reference:
Your reference:
Date: Monday, 17 September 2018



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

To all Members of the Performance Management Board

Dear Councillor

A Meeting of the Performance Management Board will be held on Tuesday, 25 September 2018 at 7.00 pm in the Council Chamber Area B, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Julian Crowle'.

Julian Crowle
Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the Meeting held on 3 July 2018 (Pages 1 - 10)
4. Civil Parking and Enforcement Contracts Update 2017/18 (Pages 11 - 16)

The report of the Executive Manager – Neighbourhoods is attached.
5. Planning Enforcement Update (Pages 17 - 28)

The report of the Executive Manager – Communities is attached.
6. Performance Monitoring Quarter 1 2018/19 (Pages 29 - 52)

The report of the Executive Manager – Finance and Corporate Services is attached.
7. Annual Customer Feedback Report 2017/18 (Pages 53 - 60)

The report of the Executive Manager – Finance and Corporate

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

By telephone
Monday to Friday
8.30am - 5pm

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Services is attached.

8. Work Programme (Pages 61 - 62)

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

Membership

Chairman: Councillor N Clarke

Vice-Chairman: Councillor J Thurman

Councillors: S Bailey, K Beardsall, H Chewings, Mrs C Jeffreys, A Phillips, L Plant and R Walker

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**MINUTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY, 26 JUNE 2018**

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

PRESENT:

Councillors N Clarke (Chairman), J Thurman (Vice-Chairman), S Bailey,
K Beardsall, H Chewings, M Edwards, Mrs C Jeffreys, S Matthews and
A Phillips

OFFICERS IN ATTENDANCE:

D Burch	Service Manager - Neighbourhoods
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
T Coop	Constitutional Services Officer
K Marriott	Executive Manager - Transformation and Operations
B Neath	Manager East Leake Leisure Centre
E Surplice	Senior Facilities Manager - Mitie

APOLOGIES:

Councillor L Plant

1 Declarations of Interest

There were no declarations of interest.

2 Minutes of the Meeting held on Tuesday 6 March 2018

The Minutes of the meeting held on the 6 March 2018 were approved as a true record.

3 East Leake Leisure Centre Annual Report 2017-18

The Service Manager – Neighbourhoods presented the report of the Executive Manager – Neighbourhoods to provide information on, and report performance data for the Private Finance Initiative (PFI) contract for East Leake Leisure Centre for the contract year, January to December 2017.

The Service Manager advised that Carillion, who had been managing the contract had entered into administration in January 2018 and that East Leake School Ltd, who operated the PFI contract had worked closely with the administrators throughout this time to ensure that service delivery and staffing remained consistent throughout this period of uncertainty. It was noted that on 4 June 2018, Mitie had been appointed as the new provider to deliver leisure services at East Leake Leisure Centre. Members of the Board were assured by

the Service Manager that services at the Leisure Centre had been “business as usual” whilst the legalities to enable the transfer of the contract had been completed and that there had been no adverse impact on the customer experience during this period. The Service Manager also noted that early monitoring of performance of the contract with Mitie had shown good performance against key performance indicators.

The Manager of East Leake Leisure Centre, Mr Ben Neath and the Senior Facilities Manager – Mitie, Mr Edward Surplice attended the meeting and provided a presentation on the Performance of the Leisure Centre for 2017 and the future delivery of leisure services at East Leake. Mr Neath provided the Board with information on the four key service objectives, as set out in the Leisure Centres service agreement, which were:

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

Mr Neath reported that the Leisure Centre was performing well with a steady increase in gym membership and uptake of swimming lessons and advised that average customer satisfaction from monthly returns was 93% from 292 comments. Mr Neath also advised that twenty-three Compliance inspections has been carried out during 2017 by the Leisure Contracts Manager, with an average compliance score of 81.3%.

Mr Edward Surplice provided members with an overview of Mitie and the services that they provided and advised that the transfer of the contract had gone smoothly and that the majority of leisure centre staff previously employed by Carillion had had their employment contracts transferred to Mitie on similar terms and conditions. Mr Surplice advised that improvements to the reception area, changing rooms and all weather pitches were being considered, but that there were no plans to re-brand the facilities as Mitie and confirmed that the “Energise – East Leake Leisure Centre” banner would remain in place.

Members of the Board expressed concerns regarding the lack of information on the financial contract as no information had been provided on whether the facility was running at a profit or loss. The Executive Manager – Transformation and Operations advised that the PFI contract was agreed in 2002 to run for a fixed period of 25 years, with the Council making fixed contributions each year. These contributions had been agreed for the full term of the contract, and are non-negotiable, therefore Mitie as the new provider are contracted to provide leisure services at the site on these terms.

Members questioned the appropriateness and scope of the targets under the service agreement and queried whether the targets should be set at a more challenging level. The Service Manager – Neighbourhoods confirmed that each year, the Centre Manager and the Rushcliffe Contract Manager set targets based on the previous year’s usage and confirmed the target for the contract year 2017 had been set at 224,500 users. The Leisure Centre Manager - Mr Neath, responding to concerns that increasing targets for the number of users

could negatively impact on the customer experience, confirmed that the centre was in a good position to increase membership without compromising on service.

Members of the Board expressed concern with the increase in poolside slips and trips being reported at the leisure centre. Mr Neath advised that this had been addressed with the installation of extra non-slip matting on the poolside. Members of the Board asked how the transfer of staff contracts from Carillion to Mitie had been managed. Mr Surplice confirmed that the majority of staff employed by Carillion had transferred employment to Mitie and that existing rates of pay and pension rights had been honoured.

The Chairman and members of the Board thanked Mr Neath and Mr Surplice for attending the meeting and for answering their questions.

It was **RESOLVED** that:

- a) the report be endorsed by members.
- b) the Service Manager – Neighbourhoods provides members of the Board with further information on the financial model of the service contract with Mitie.

4 **Performance Monitoring Quarter 4 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 Monitoring for Quarter 4 2017/18, containing tasks from the Corporate Strategy 2016-2 and the corporate basket of performance indicators.

The Performance, Reputation and Constitutional Services Manager noted 13 performance highlights including:

LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period – 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 being more than twice 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.

LIFCS21 Percentage of Non-domestic Rates collected in year – the collection rate is 99.53%, a high for Rushcliffe.

LINS24 Number of affordable homes delivered – there have been 112 affordable homes completed this year, the most delivered in Rushcliffe in a single year.

LINS25 Number of households living in temporary accommodation – the number had 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 had 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

LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes – the performance target had been achieved 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 had risen to 88%.

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 had enable performance to be turned around in the second half of the year.

As well as 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 had become operational during 2017/18, although the Trent Bridge Community Trust became operational in April following agreement by Cabinet on 9 January 2018.

The Performance, Reputation and Constitutional Manager also provided a progress update on the exceptions that had been reported for quarters 1 and 3 including:

LICO46 – Planning appeals allowed against authority's decision – the number of allowed appeals increased to 12 (two of these had been split decisions but these had been 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 had largely been due to the higher than anticipated NNDR charge for the Arena.).

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

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – fly tipping incidents were 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 had been secured, the remainder would be allocated to new projects once confirmation had been provided 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.

Members asked about the target for the processing of major planning applications and questioned why the target was set at the modest figure of 60%. The Executive Manager – Transformation and Operations advised that this was a nationally set target figure, however, consideration could be given to increase this locally to provide a more challenging target. Members also asked about the corporate sickness rates and whether the 8 day target was a realistic target for the Council to achieve. The Executive Manager advised that in

previous years this had not been achieved due to a number of long term sickness cases which had been a major contributor to the number of days lost to sickness. It was also noted that the Council's Absence Management Policy provided phased return to work schemes, remote working and work flexibility to help employees return to work. She felt that the target was realistic.

Members considered the Corporate Scorecard and the performance exceptions and requested clarification and further explanation on how these had been reported by, and dealt with by officers. Members also requested further information on the value to date of savings generated as a result of services delivered in partnership and in collaboration with other organisations.

The Performance, Reputation and Constitutional Services Manager noted members' concerns and advised that this information would be presented at the September, 2018 meeting of the Performance Management Board.

Members expressed concern with regard to the increase in fly-tipping cases across the Borough and raised their concerns regarding the cost of cleaning up and the provision of recycling centres. The Executive Manager, Transformation advised that fly-tipping was a national problem with landfill charges increasing year on year. Streetwise held the prime contract for clearing and disposal of fly-tipping at a cost to the Council.

The Executive Manager – Transformation and Operations provided a progress update on the Cotgrave regeneration scheme, advising members that the business centre was completed in May with 6 pre-lets in place and advised that the Multi Service Centre was due to be completed by the beginning of October.

It was **RESOLVED** that:

- a) the report be endorsed.
- b) the Performance, Reputation and Constitutional Manager provides members of the Board with further information on the actions that officers are taking in relation to the exceptions.
- c) the Service Manager – Neighbourhoods provides members with details of the charges Streetwise pass on to the Council for the clearing up of fly-tipping.
- d) the Executive Manager – Communities is asked to consider revising the target for dealing with the processing of major planning applications.
- e) members of the Board be provided with further information on the value to date savings generated as a result of partnership activities at the September, 2018 meeting of the Performance Management Board.

5 **Performance Management Board Annual Report 2017/18**

Members of the Board considered the Performance Management Board Annual Report 2017/18.

It was **RESOLVED** that the Performance Management Board Annual report be

approved and submitted to Council for consideration.

6 Work Programme

The Board considered its Work Programme for 2018/19.

It was **RESOLVED** that the work programme, as set out below, be approved

25 September 2018	Civil Parking and Enforcement Contracts Planning Enforcement Update Review of Customer Feedback Performance Monitoring – Quarter 1 2018/19 Work Programme
27 November 2018	Parkwood Annual Report Environmental Health Enforcement Update Diversity Annual Report Performance Monitoring – Quarter 2 2018/19 Work Programme
5 March 2018	Glendale Golf Annual Update Streetwise Environmental Ltd Annual Update Performance Monitoring - Quarter 3 2018/19 Work Programme

Action Sheet

Minute No.	Actions	Officer Responsible
3	The Service Manager – Neighbourhoods provides members of the Board with further information on the financial model of the service contract with Mitie.	Service Manager – Neighbourhoods/Contracts Manager
4	That the Performance, Reputation and Constitutional Manager updates on the actions that officers are taking in relation to performance exceptions.	Performance, Reputation and Constitutional Services Manager
4	The Service Manager – Neighbourhoods provides members with details of the charges Streetwise pass on to the Council for the clearing fly-tipping.	Service Manager – Neighbourhoods

4	The Executive Manager – Communities advises on revising the target for dealing with the processing of major planning applications.	Executive Manager – Communities
4	Members of the Board be provided with further information on the value to date savings generated as a result of partnership activities at the September, 2018 meeting of the Performance Management Board.	Performance, Reputation and Constitutional Services Manager

The meeting closed at 8.56 pm.

CHAIRMAN

Minute No.	Actions	Officer Responsible	Response
3	The Service Manager – Neighbourhoods provides members of the Board with further information on the financial model of the service contract with Mitie.	Service Manager – Neighbourhoods/Contracts Manager	Response emailed to the Board 20 July 2018
4	That the Performance, Reputation and Constitutional Manager updates on the actions that officers are taking in relation to performance exceptions.	Performance, Reputation and Constitutional Services Manager	A more detailed response will be provided in future updates on the actions that officers are taking in relation to performance exceptions.
4	The Service Manager – Neighbourhoods provides members with details of the charges Streetwise pass on to the Council for the clearing fly-tipping.	Service Manager – Neighbourhoods	Response emailed to the Board 13 September 2018.
4	The Executive Manager – Communities advises on revising the target for dealing with the processing of major planning applications.	Executive Manager – Communities	Response emailed to the Board 17 September 2018
4	Members of the Board be provided with further information on the value to date savings generated as a result of partnership activities at the September, 2018 meeting of the Performance Management Board.	Performance, Reputation and Constitutional Services Manager	A verbal response will be provided at the meeting.

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Performance Management Board

25 September 2018

Car Parking and Enforcement Contracts Update 2017/18

Report of the Executive Manager – Neighbourhoods

1. Purpose of report

- 1.1. This report provides an update on the performance of the Civil Parking Enforcement Contract which commenced in May 2008 and is run in partnership with Nottinghamshire County Council and each district council in the county.
- 1.2. The report also provides details of overall car park usage and income from the pay and display ticket machines.

2. Recommendation

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

3. Reasons for Recommendation

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

4. Supporting Information

- 4.1. 2017/18 has been a particularly busy year with a number of changes introduced over the course of the last 12 months. The Council's first Off-Street Car Parking Strategy was approved by the Cabinet in May 2018. Short stay parking provision was introduced in two Bingham car parks in September 2017 and this has also recently been introduced in Bunny Lane car park in Keyworth.
- 4.2. The designation of short stay parking provision in both Bingham and Keyworth has been as a result of close working with both town and parish councils, and local businesses in both locations and has been well received. The Council has also recently introduced Ring-Go which provides users with another method of payment via use of their mobile devices.
- 4.3. The Parking Enforcement Contract covers two main areas referred to as the Off-Street and on street accounts. The off street account refers to enforcement activities carried out at Council-owned car parks, whereas the on-street account refers to enforcement carried out across the Borough where designated on- street parking restrictions are in place. It should however be noted that on-street enforcement can only be carried out where parking restrictions are in place and that the council has no formal powers over

inconsiderate or dangerous parking (these remain the jurisdiction of Nottinghamshire Police).

- 4.4. When taking into account the costs of carrying out enforcement activities compared to the overall income received from Penalty Charge Notices (PCN's), the off-street and on-street accounts have achieved respective surpluses of £40,517.80 and £85,773.78. It should be noted that the Council do not receive the surplus income from the on-street account as this is retained by Nottinghamshire County Council.
- 4.5. Future plans identified in the Car Parking Strategy include improved car park lighting, the installation of some electric charging points and the review pricing structures and the number of parking season tickets issued at Rushcliffe Country Park. The Council remains committed to offering short stay parking solutions in towns and villages to encourage visitors and support economic growth. The Council is also continuing to work with key local stakeholders to develop long stay car parking in Bingham as part of wider master planning work.
- 4.6. The Board will be aware that, since September 2014, the Council works in partnership with Broxtowe Borough Council in managing this contract. The Broxtowe staff manage the day to day deployment of the Civil Enforcement Officers (CEO's), deal with all queries, manage all appeals against PCN's, liaise with the Central Processing Unit (CPU) and other bodies as appropriate. This arrangement has led to much greater resilience in the overall management of Rushcliffe owned car parks.
- 4.7. Table A identifies the current financial position of the contract from commencement in May 2008 to the end of March 2018.

Table A

May 2008 to March 2018	On Street	Off Street	Total
Number of PCN's	48,423	40,100	88,523
CPU Charges	£236,480	£197,379	£433,859
External Charges	£69,060	£57,745	£126,805
Enforcement Contractor Charges	£1,078,417	£602,891	£1,681,308
Income Collected	£1,563,350	£989,622	£2,552,972
Totals	-£179,393	-£131,607	-£311,000

- 4.8. The details of performance in relation to the issuing of PCN's for 2017/18 are provided in the table B overleaf. The off-street account generated a surplus of £40,517.80 in 2017/18 which was paid over to the Council in May 2018, in accordance with the partnership agreement

Table B

	2016/17		2017/18	
	On Street	Off Street	On Street	Off Street
Number of PCN's	5963	3898	6094	5490
Expenditure	£129,479	£82,644	£136,856	£106,096
Income	£202,721	£103,881	£222,630	£146,614
Total	-£73,242	-£21,237	-£85,774	-£40,518

4.9. Table C shows the locations and numbers of PCN's issued across the Borough in 2017/18 compared to the previous year. As can be seen below, there has been a significant overall increase in the issuing of off street PCN's which is due to a range of factors including

- Changes in short-term parking at both Union Street and Needham Street car parks in Bingham.
- Introduction of charging at the Country Park in Ruddington.
- Large sporting events such as the increase at Holme Pierrepont where the County Council were keen to undertake targeted enforcement due to previous issues of non-compliance.

Table C

Area	2016/17		2017/18	
	On-Street	Off-Street	On-Street	Off-Street
West Bridgford	4069	3276	4597	3944
Bingham	943	382	632	1015
Radcliffe on Trent	363	202	296	147
Keyworth	25	10	53	14
Ruddington and Country Park	246	0	427	358
East Leake	1	0	0	0
Holme Pierrepont	0	0	70	0
Bunny	0	0	1	0
Flintham	1	0	0	0
Gotham	0	0	0	0
Tollerton	0	0	0	0
Sutton Bonington	0	0	1	0
Other ("Rushcliffe")	12	0	8	0
Total PCN's issued	5660	3870	6085	5478
Warning notices	303	28	9	12
Totals	5963	3898	6094	5490

4.10. In relation to the number of overall users of pay and display machines and subsequent income received, the Table D provides information for 2017/18 in comparison to the previous year. As can be seen overall usage and income is up in comparison to the previous year, although some of this is a result of the full year of charging at Rushcliffe Country Park. The £1 charge for Rushcliffe Country Park became compulsory in April 2018 and the income helps in supporting the car parking infrastructure at the Country Park.

Table D

	2016/17		2017/18	
	Users	Income (net)	Users	Income (net)
Gordon Road Car Park, WB	78,283	£78,506	83,730	£85,810
Nursery Car Park, WB	218,225	£217,359	242,391	£240,564
Bridgford Road Car Park, WB	216,461	£225,092	217,525	£297,274
Rushcliffe Country Park	8,149 (Jan – March 2017)	£6,506	60,332	£50,555
Total	521,118	£527,463	603,978	£674,203

5. Risks and Uncertainties

- 5.1. Failure to properly monitor the contractual arrangements will restrict the Council's ability to effectively deliver a successful and financially viable car parking service across the Borough. The car parking contract is managed by the Neighbourhoods Contracts Hub which oversees a number of important contracts that the Council has in place.

6. Implications

6.1. Financial Implications

The Council's financial accounts for 2017/18 reflect the off-street expenditure and income recorded for the year. The net surplus from off-street parking of £40,517.890 has been credited to the car park account and will support the maintenance costs of car parks across the Borough. Income from pay and display usage is used to provide car park improvements, on-going maintenance, and contributes to the Council's overall income.

6.2. Legal Implications

There are no legal implications arising from this report.

6.3. Equalities Implications

A full Equality Impact Assessment was carried out to accompany the Council's new Off Street Car Parking Strategy.

6.4. Section 17 of the Crime and Disorder Act 1998 Implications

In the Council's Off Street Car Parking Strategy one of the medium term aims (2019/20) is to achieve the nationally recognised Park Mark® Safer Parking award. The aim of the award is to recognise and publicise to users that a defined measure of excellence has been achieved. In order to obtain the award, a parking facility must achieve an effective combination of active management procedures and commensurate preventative security measures. Customers are assured that there is a commitment to providing a high-quality, safe parking facility.

6.5. Other implications

There are no other implications arising from this report.

7. Link to Corporate Priorities

Effective management of parking helps to ensure town centres are attractive places to visit and can support the economic growth and health of such place. It can also contribute to residents' quality of life by ensuring that congestion is reduced and they are able to park conveniently.

8. Recommendations

It is RECOMMENDED that

The Performance Management Board comments on the performance of the Civil Parking Enforcement Contract

For more information contact:	David Banks Executive Manager – Neighbourhoods 0115 9148438 dbanks@rushcliffe.gov.uk
Background papers available for Inspection:	None.
List of appendices:	None.



Performance Management Board

25 September 2018

Planning Enforcement Update

Report of the Executive Manager – Communities

1. Purpose of report

- 1.1. This report provides information on the delivery of the Council's Planning Enforcement function, including resources currently delivering the function and the performance of the service.
- 1.2. The report provides The Board with the opportunity to better understand the procedures followed when investigating alleged breached of planning control and to comment on the performance of the service.

2. Recommendation

It is RECOMMENDED that The Board consider, make comment on and endorse the work and performance of the Planning Enforcement team as outlined in this report and the accompanying presentation.

3. Reasons for Recommendation

- 3.1. This is an opportunity for the Board to comment on the Council's Planning Enforcement procedures and identify any areas for further improvement.

4. Supporting Information

- 4.1. The current Corporate Enforcement Policy was adopted in March 2010 and was last revised in June 2017. The policy is an umbrella policy which applies to legislation enforced or administered by the Council in the following service areas and to officers engaged in enforcement activity in those areas:

- a) street cleansing
- b) 'enviro' crime – fly tipping, graffiti, litter, abandoned vehicles
- c) environmental health – food safety, health and safety, private sector housing, environmental protection, statutory nuisance, dogs
- d) licensing
- e) building control
- f) planning and development control (now referred to as Planning and Growth)
- g) benefit fraud.

- 4.2. The primary purpose of enforcement is to protect the public. This includes protecting health and safety, the environment, business and legitimate economic interests. The policy sets out how the Borough Council will generally carry out its enforcement functions and each service will then operate in accordance with its own practices and legislative requirements. This report deals solely with the Planning Enforcement function.
- 4.3. Unlike the determination of planning applications, which is a statutory function, the enforcement of planning control is a discretionary service. However, it is acknowledged that the effectiveness of the enforcement function can impact on the reputation of, and public confidence in the planning service. This is highlighted in paragraph 58 of the National Planning Policy Framework. This paragraph also highlights that *“Enforcement action is discretionary, and local planning authorities should act proportionately in responding to suspected breaches of planning control.”*
- 4.4. A breach of planning control is defined in section 171A of the Town and Country Planning Act 1990 (the 1990 Act) as: the carrying out of development without the required planning permission; or failing to comply with any condition or limitation subject to which planning permission has been granted. Important factors to consider include the extent of the powers of the planning service which is only concerned with ‘development’. Section 55 of the 1990 Act provides the meaning of development as *“...the carrying out of building, engineering, mining or other operations in, on, over or under land, or the making of any material change in the use of any buildings or other land.”* Therefore, in investigating any alleged breach of planning control, it is first necessary to consider if the matter amounts to development.
- 4.5. It is also important to acknowledge that, with a few exceptions, development carried out without planning permission, or in breach of a condition, is unauthorised and not illegal. The exceptions include demolition of a listed building, work to/felling of a tree which is the subject of a Tree Preservation Order and the display of an advertisement without consent. In the case of all other development/activities, an offence is only committed on failure to comply with a notice, e.g. enforcement notice.
- 4.6. The Council is required to act in a timely manner when dealing with planning enforcement. In the majority of cases, planning authorities will be unable to undertake enforcement if no action is taken within:
- i) 4 years of substantial completion (for a breach of planning control consisting of operational development)
 - ii) 4 years for an unauthorised change of use to a single dwellinghouse
 - iii) 10 years for any other breach of planning control

Exceptions to these time limits apply where there has been deliberate concealment of planning breach, although cases such as this are relatively rare.

Approach to investigations and available tools

- 4.7. There are a range of ways to tackle alleged breaches of planning control. The guidance in the National Planning Practice Guidance advocates that action should be proportionate to the alleged breach. Furthermore, the NPPG advocates that breaches of planning control can often be resolved more quickly through discussion and negotiation without formal action. In particular, this can be the case where a breach of control may be the result of a genuine mistake and once the breach is identified, the owner or occupier takes immediate action to remedy it. Enforcement action should, however, be proportionate to the breach of planning control to which it relates and taken when it is expedient to do so.
- 4.8. Action may not be appropriate in some circumstances, for example where there is a trivial or technical breach of control which causes no material harm or adverse impact on the amenity of the site or the surrounding area; where development is acceptable on its planning merits and formal enforcement action would solely be to regularise the development; or if it is considered that an application is the appropriate way forward to regularise the situation and conditions may be necessary to impose restrictions on the development to avoid adverse impacts.
- 4.9. Breaches of planning control are not condoned by the Council, however, enforcement powers should not be used punitively or applications for retrospective development, perhaps as a result of enforcement investigations, refused because the development has already been commenced/completed. In these circumstances, the application should be considered on its merits regardless of fact that the development has already taken place. In such circumstances, the applicant has clearly taken a risk in carrying out development without the required permission. If development is unacceptable and the adverse impacts cannot be mitigated, for instance through the use of conditions, it may be appropriate to refuse permission and take enforcement action to remedy the breach, e.g. remove the offending development or cease an activity.
- 4.10. In determining whether it is expedient to take formal action, it will be necessary to apply a public interest test, including identifying and assessing the harm arising from the development, and to have regard to the development plan and any other material considerations.
- 4.11. Before deciding whether to take formal action, or what action to take, the Council may serve a Planning Contravention Notice (PCN) to collect information, for example about the development which has been undertaken or the activities that are taking place and the ownership of the land/buildings. It is in itself an offence to fail to respond to a PCN, or to provide false or misleading information. Where it is considered expedient to take formal action, there are a number of tools available to Borough Council, as detailed in the following paragraphs.

- 4.12. Enforcement Notice – An enforcement notice should only be issued where the local planning authority is satisfied that it appears to them that there has been a breach of planning control and it is expedient to issue a notice. A notice can be served on the occupier and owner of the land and, where appropriate, anybody else who has an interest in the land. A notice must identify the breach that has occurred, the harm arising from the breach, the steps that are required to remedy the breach, and the time allowed for compliance. The notice must specify the date on which it takes effect and this should be a period of not less than 28 days from the date of service. The person(s) receiving the notice have a right of appeal against the notice, which must be lodged with the Planning Inspectorate before the date on which the notice takes effect. Where no appeal is lodged and the notice takes effect, and a failure to comply with the requirements of the notice shall constitute an offence.
- 4.13. Breach of Condition Notice – where it appears that a breach of condition may have occurred, the Council may serve a Breach of Condition Notice (BCN). A BCN requires the recipient to secure compliance with the terms of a planning condition or conditions, specified by the local planning authority in the notice. The period for compliance with a BCN may be not less than 28 days. A person failing to comply with the requirements of a BCN shall be guilty of an offence.
- 4.14. Temporary Stop Notice – temporary stop notices are a powerful enforcement tool that allows local planning authorities to act very quickly to address some breaches of planning control, such as unauthorised activities, where it is expedient to do so. Temporary stop notice may prohibit a range of activities, including those that take place on the land intermittently or seasonally. Because a temporary stop notice is prohibitory, it is not appropriate for use in any circumstances which require positive action to be taken in response to it, e.g. to remove a structure.
- 4.15. This tool should not be used lightly, the effect of issuing a temporary stop notice will be to halt the breach of planning control, or the specified activity immediately. This can have immediate serious consequences on a business. Before issuing a temporary stop notice, the local planning authority must be satisfied that there has been a breach of planning control and that “it is expedient that the activity which amounts to the breach is stopped immediately” and a cost benefit analysis must first be undertaken. Furthermore, it would be good practice to discuss, whenever practicable, with the person carrying on the activity whether there is any alternative means of production or operation which would overcome the objections to it in an environmentally and legally acceptable way.
- 4.16. A temporary stop notice may take effect immediately on service/display of the notice and must specify the activities that are required to cease. The notice is only effective for a maximum period of 28 days and it is not possible to serve a further temporary stop notice unless some form of enforcement action has been taken. In certain circumstances compensation may be payable.

- 4.17. Stop Notice – a stop notice can prohibit any or all of the activities which comprise the alleged breach(es) of planning control specified in a related enforcement notice, ahead of the deadline for compliance in that enforcement notice. Therefore, unlike a temporary stop notice, a stop notice may not be served without an enforcement notice first being served or served consecutively with the stop notice. The stop notice must specify the date on which it takes effect, which may not be less than 3 days, or more than 28 days from the date of service. Where the associated enforcement notice is quashed, varied or withdrawn or the stop notice is withdrawn compensation may be payable in certain circumstances. A person who contravenes a stop notice after a site notice has been displayed, or the stop notice has been served on them, is guilty of an offence.
- 4.18. Planning Enforcement Order – this is a relatively new tool and may be used where the normal time periods for immunity, a period after which enforcement action cannot be taken, has passed. Where a person deliberately conceals unauthorised development, the deception may not come to light until after the time limits for taking enforcement action have expired. A planning enforcement order enables an authority to take action in relation to an apparent breach of planning control, notwithstanding that the time limits may have expired.
- 4.19. Injunction – where it is considered expedient for any actual or apprehended breach of planning control to be restrained, an application can be made to the High Court or County Court for an injunction to restrain a breach of planning control.
- 4.20. Section 215 Notice (power to require proper maintenance of land) – where it appears to the local planning authority that the amenity of a part of their area, or of an adjoining area, is adversely affected by the condition of land in their area, they may serve on the owner and occupier of the land a notice requiring such steps for remedying the condition of the land as may be specified in the notice to be taken within such period as may be so specified. The period for compliance with the notice may not be less than 28 days. If the person receiving the notice fails to comply with the steps specified in the notice within the specified period, they shall be guilty of an offence and may be subject to legal proceedings. The right of appeal against a S215 notice is through the magistrates court and such appeal must be lodged prior to the notice taking effect.

Resources

- 4.21. The enforcement function is delivered by two dedicated enforcement officers who report to a Principal Planning Officer (PPO). The PPO also has other responsibilities including management of the Conservation Officer and two planning technicians, and determining planning applications under delegated powers. The PPO also carries a caseload of planning applications. In addition, planning officers are available to provide support and advice to the Enforcement Officers. A comparison with other authorities in Nottinghamshire is provided in the table below:

Authority	Number of enforcement complaints received 2017/18	Number of dedicated enforcement staff (fte)
Ashfield District Council	202	2
Bassetlaw District Council	251	1
Broxtowe Borough Council	384	1 (increased to 2 fte, post 17/18)
Gedling Borough Council	209	1
Mansfield District Council	376	1
Newark and Sherwood District Council	466	2
Nottingham City Council	115	1.25
Rushcliffe Borough Council	307	2

NB - Figures may not provide direct comparison of cases and staffing resource as the recording of cases, and responsibilities and duties may vary.

Performance

4.22. The enforcement function is normally reactive, i.e. the officers respond to complaints from residents, elected councillors etc and investigate any alleged breaches of planning control. However, in view of the current pressure for housing development within the Borough, a system has recently been established and is in the process of being rolled out to proactively monitor the larger developments in order to ensure compliance with conditions. The table below sets out the number of investigation complaints received in each financial year from 2013 to 2018.

	2013/14	2014/15	2015/16	2016/17	2017/18
Number of enquiries received	377	368	333	381	307

4.23. Quite often, when an investigation is undertaken and a site is visited, it may transpire that the complaint is unfounded i.e. there is no breach of planning. This may be, for example, that what is being undertaken does not amount to development, the development is permitted development (by virtue of the provisions of the Town and Country Planning (General Permitted Development) Order 2015), work was being carried out in accordance with planning permission granted, or in the case of the use of buildings/land, the activity did not amount to a 'material change of use'. In 2017/18, 152 the complaints received during the period (nearly 50%) were found to be unfounded. However, where a breach has occurred, and this cannot be resolved by negotiation, it may be necessary to take formal action. The table below provides details of the number of notices served by financial year:

Notice Served	2013/14	2014/15	2015/16	2016/17	2017/18
Enforcement Notice	4	13	15	8	6
Breach of Condition Notice	3	1	1	0	0
Planning Contravention Notice	11	14	21	12	9
Section 215 notice (untidy land)	1	0	0	0	1
Temporary Stop Notice	0	0	0	0	3
Stop Notice	0	0	0	0	2
Total	19	28	37	20	21

- 4.24. The Planning Enforcement Code of Practice sets out the procedures that will be followed in investigating complaints about alleged breaches, including setting timescales when an officer will visit the site. These timescales vary depending on whether the complaint will be treated as the 'Highest Priority', 'Medium Priority' or 'Lowest Priority', as set out in the Code of Practice which is available as a background paper. For complaints falling in to the Highest Priority, the aim is to visit the site the next working day after receipt of the complaint, in the case of all other complaints, the aim is to visit the site within five working days. Examples of complaints falling into the highest category include the demolition of a building which it is essential to retain, work to or felling of a protected tree and unauthorised work which causes immediate harm to the locality, e.g. Site of Special Scientific Interest (SSSI), Conservation Area or likely to result in significant harm to amenity. In such circumstances, the site needs to be visited promptly to avoid irreparable harm. Enforcement complaints are categorised depending on the nature of the alleged breach, e.g. advertisements, building operations, work to trees etc. For the period 1 April 2017 to 31 March 2018, on average, in 86% of cases an initial site visit was undertaken within the target time. Some sites may need to be revisited, depending on the nature of the alleged breach, for example, to undertake further monitoring.
- 4.25. It is apparent that in many cases, there is an expectation from those reporting alleged breaches of planning control that action will be taken to cease the activity or development being undertaken immediately and/or that the perpetrator has broken the law and the development is illegal. To reiterate, development undertaken without the relevant consent is unauthorised, not illegal. Only where the development is having a significant and serious impact on residents or the environment or the activity would cause irreparable damage would it be considered necessary to serve a temporary stop notice or stop notice.
- 4.26. It is important to emphasise that the Borough Council does not condone the actions of individuals or developers who breach planning controls. Where, during an investigation, it is established that a breach of control has occurred,

the owner of the property/developer will be advised to cease work whilst the investigation continues and the appropriate course of action is determined. If they choose to continue with the development, they do so at their own risk and may incur unnecessary and potentially significant costs if permission is not granted.

- 4.27. When investigating an alleged breach of planning control, it is important to follow the procedures carefully, particularly to ensure that any subsequent action succeeds. This may also involve monitoring the situation over a period of time to determine if a breach has occurred and to collect evidence to support any action. Where it has been determined that a breach has occurred and it is expedient to take formal action, it will be necessary to serve a Planning Contravention Notice to collect information to clearly inform the contents and requirements of any formal notice, for example, the nature of the breach and the person(s) who own or have an interest in the land. Land registry information is also used to confirm ownership of land.
- 4.28. When a notice has been issued, the recipient(s) of the notice may, where the right exists, choose to submit an appeal before the notice takes effect. This may result in further delays in resolving the breach of planning control while appeal is processed, this delay can potentially be significant depending on which process the appeal is to be determined under, i.e. written representations, Hearing or Inquiry. If the Council is ultimately successful in defending such an appeal and the notice is upheld, it would only then become effective and the time for compliance commences on the date of the appeal decision. It is also important to recognise that, where an offence occurs for failure to comply with a notice, the Borough Council must then determine if it would be in the public interest to pursue legal action against the person(s) failing to comply with the notice. Any subsequent legal action may potentially result in a fine, or even a custodial sentence, but this will not necessarily result in the breach of planning being resolved. This illustrates how the process and rights of the perpetrator can be exploited, resulting in delays, sometimes significant, in resolving a breach.

Examples of Successful Enforcement Action by Rushcliffe's Planning Service

- 4.29. In the majority of cases where a breach has occurred, the breach may have been resolved through discussion/negotiation resulting in the removal of the unauthorised work/structure or cessation of the use, or an application may have been submitted and subsequently approved regularising the unauthorised development, including the imposition of conditions to address/mitigate any potentially harmful impacts. In some circumstances, even where a breach had been identified, it may not have been deemed expedient or in the public interest to take further action or insist on the submission of an application. In these instances, the development/activity would remain unauthorised.
- 4.30. In a number of cases, the planning team have taken action successfully to remedy a breach of planning control and/or address unacceptable impacts of development or activities. Examples include where a temporary stop notice

was served on the developers of the land to the south of Wilford Lane (north of the Arena site) to cease piling operations which were causing noise and vibration and were proving to be a nuisance to nearby residents. A condition of the planning permission for the site required the submission of a construction method statement, including measures to minimise the impact of noise, dust, vibration etc. The developer commenced work on site, including piling operations, before this condition had been formally discharged. Despite requests from officers to cease these activities until such time that the requirements of the condition had been satisfied, work continued on site. Therefore, a decision was taken to serve a temporary stop notice and the activities ceased immediately upon service of the notice. The condition was subsequently discharged and, although it is accepted that piling is an inherently noisy activity, measures were secured to minimise the impacts of the activities on nearby properties. Furthermore, officers facilitated discussions between the developers and nearby schools to cease activities during the exam period, which might have otherwise caused disturbance to students sitting their exams.

- 4.31. The service of temporary stop notices appears to be rare, this was believed to be the first time that the Borough Council had ever served such a notice. Discussions with neighbouring authorities in Nottinghamshire has revealed that many of them have never served a temporary stop notice or stop notice. Since serving the notice on the land south of Wilford Lane, a further two temporary stop notices and to stop notices have been served in respect of a gypsy site at Flintham Lane, Screveton. As referred to in Paragraph 4.15 above, these notices should not be used lightly and only when it is considered necessary to prohibit what is essential to safeguard amenity or public safety in the neighbourhood; or to prevent serious or irreversible harm to the environment in the surrounding area. There are also Human Rights issues to consider and, therefore, taking rapid action to address breaches of planning control must be justified and there must be a clear public interest in doing so
- 4.32. In another instance, a Listed Building Enforcement Notice was served in respect of Park Lodge, Central Avenue, West Bridgford. The building was considered to be a curtilage listed structure to Bridgford Hall and work had been undertaken to 'clean' the brickwork on the building. Unfortunately the method of cleaning, sand blasting, caused significant damage to the face of the brickwork, in the majority of bricks removing totally the face of the brick leaving the brickwork exposed to the elements and a threat of further deterioration to the building. The Listed Building Enforcement Notice required work to be carried out to repair the face of the brickwork and the pointing and tinting and sealing of the brickwork to in an appearance that reflected the original appearance of the brickwork and character of the building. Alongside the service of the notice, investigations were undertaken to ascertain who was 'responsible' for the work in the event that it became necessary to take legal action for damage to a curtilage listed building. The work as ultimately carried out in accordance with the requirements of the enforcement notice and it was not necessary to pursue legal action.

4.33. In the majority of cases, and in accordance with government guidance, resolution of breaches will first be sought through discussions with the parties involved. The following are just a few examples where investigations have been concluded successfully without the need to take formal action:

- An unauthorised first floor window was installed in the rear elevation of a property, which was not in accordance with approved plans. The window was required for means of escape to comply with Building Regulations. It was also noted during the officer's site visit that the extensions and alterations approved under the previous permission had not been built in accordance with approved plans. The officer liaised with the owner of the property and they agreed to submit a planning application for the development as built, it was then possible to impose conditions relating to the window specifying that it remains fully closed except for in an emergency and also that it be obscure glazed.
- Unauthorised replacement windows installed and alterations carried out to a Listed Building. Following a site visit by the Enforcement Officer and the Conservation Officer, it was agreed with the owners that improvement works be carried out to the Listed Building in mitigation of the harm caused by the replacement windows. An application for Listed Building Consent was submitted and the improvement works have been largely completed.
- A clear glazed window was installed in a first floor side elevation of a block of apartments. Following discussions with the neighbour, owner and agent, the owner agreed to obscure glaze the window and therefore reduce the harm to neighbouring amenity. There was no need for notices to be issued and although the window remains unauthorised, as apartments do not have the benefit of permitted development rights it would not be expedient to pursue now that the window is obscure glazed.
- A complaint was received from a Councillor regarding the display of two large signs on a site. The company responsible for the erection of the adverts was contacted by the Enforcement Officer and agreed to remove the larger of the signs. It was not considered expedient to pursue the smaller sign as it only exceeded Deemed Consent by 0.2msq

5. Risks and Uncertainties

5.1. Failure to deliver an effective planning enforcement service and to respond promptly to complaints regarding alleged breaches of planning control can impact on public confidence in the planning service as well as the reputation of the service and the Council as a whole.

6. Implications

6.1. Financial Implications

Where enforcement action is taken without justification or such action cannot be robustly defended, there may be a risk of an award of costs in the event of an appeal or claims for compensation, principally in connection with the service of a Stop Notice. It is not possible to provide an estimate of such costs as these will vary from case to case and will depend on the factors impacted by any action, e.g. cost of plant and machinery, lost earnings, cost of expert witnesses to defend appeals etc.

6.2. Legal Implications

The provisions of the European Convention on Human Rights, such as Article 1 of the First Protocol, Article 8 and Article 14, are relevant. In some instances there is a clear public interest in taking rapid action to address breaches of planning control. To ensure a proportionate approach is taken, particularly before serving a temporary stop notice or a stop notice, the local planning authority must be satisfied that there has been a breach of planning control and that the activity which amounts to the breach must be remedied or, in the case of a stop notice, stopped immediately and before the end of the period allowed for compliance with the related enforcement notice.

6.3. Equalities Implications

The Council is committed to delivering all enforcement activities in accordance with its Equality and Diversity Policy and will embed the principles of that policy in its approach to its enforcement and regulatory functions. Therefore, the Council will treat all people equally and fairly, irrespective of their nationality, political views, race, gender, disability, age, religion, or sexual orientation.

6.4. Section 17 of the Crime and Disorder Act 1998 Implications

Whilst there may be community safety implications associated with the delivery of the enforcement function, there are not considered to be any such implications associated with the recommendation and consideration of this report.

6.5. Other implications

There are no other implications.

7. Link to Corporate Priorities

The operation and delivery of an effective enforcement function and timely resolution of breaches of planning control or appropriate action links with the

corporate priorities by ensuring the delivery of appropriate economic growth to ensure a sustainable, prosperous and thriving local economy and contributes to maintaining and enhancing residents' quality of life by protecting their amenities from the unacceptable impacts of development. The delivery of an efficient and effective planning enforcement service is consistent with the Council's corporate priority to transform the Council to enable the delivery of efficient high quality services.

8. Recommendations

It is RECOMMENDED that The Board consider, make comment on and endorse the work and performance of the Enforcement team as outlined in this report and the accompanying presentation.

For more information contact:	Andrew Pegram Service Manager – Communities 0115 914 8598 apegram@rushcliffe.gov.uk
Background papers available for Inspection:	Rushcliffe Borough Council's Planning Enforcement Code of Practice. This document is available on the Council's website at: https://www.rushcliffe.gov.uk/planningandgrowth/enforcement/
List of appendices:	None.

 Rushcliffe Borough Council	Performance Management Board 25 September 2018 Performance Monitoring – Quarter 1 2018/19
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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 1 2018/19, 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 five performance highlights selected for this report, these are:

LINS27a Average length of stay of all households in temporary accommodation – the average time spent in temporary accommodation was 5 weeks in this quarter, significantly lower than the 9 weeks average for 2017/18

LINS51 Number of leisure centre users – public – the number of leisure centre users continues to grow, the number of visitors is almost 27,000 higher than the first quarter last year

LINS60 Number of users of paid council car parks – usage has increased, up over 22,000 compared to the first quarter of last year

LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes – performance has achieved 92% this quarter, a further improvement on the 90% average achieved for 2017/18

LITR12 Percentage of RBC owned industrial units occupied – occupation has once more returned to 100% following the addition of new units in Cotgrave, any void periods are short as interest in the units very good.

There are five exceptions in quarter one:

LICO41 Percentage of householder planning applications processed within target times – performance has dropped to 78.2% compared to the target of 88% as a result of staff vacancies and increased workload

LICO46a Percentage of appeals allowed against total number of Major planning applications determined by the authority – although performance is 12.5%, this is only 2.5% over target and is due to one appeal (allowed) against 8 major applications in the period

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) – fly tipping reports have been rising year on year both locally and nationally, with 264 made in the first quarter in Rushcliffe. A number of fly tippers have been caught and a vehicle has been seized. Prosecutions are likely in the coming weeks

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings – this indicator has been an exception in the past and is subject to factors that determine property types available and length of time on the waiting list of successful applicants. Although 3 weeks over target at 38 weeks, past experience has shown that performance can improve over the year

LINS39 Vehicle crimes per 1,000 population – the current value of 1.53 relates to 173 reported offences compared to 159 in the first quarter last year. Campaigns are being directed at crime hotspots to alert vehicle owners.

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 Service Manager – Finance & Corporate Services 0115 914 278 ccaven-attack@rushcliffe.gov.uk
Background papers Available for Inspection:	Not relevant for this report
List of appendices (if any):	Appendix 1 – Corporate Scorecard

Performance Progress

Summary

There are 12 Strategic Tasks within the Corporate Strategy 2016-20 focussed on the Council's three themes and a set of performance indicators in the corporate scorecard. Members of Performance Management Board discussed the corporate scorecard at its meeting on 29 September 2016 and asked for the set of indicators within the scorecard to be changed to better represent the new strategy and to provide the opportunity to scrutinise those indicators that are more relevant.

As a result the new corporate scorecard has increased from 33 indicators to 54 (one has been removed - LITR02 as of 2017/18, and LICO46a and b have replaced LICO46, a net increase of one), 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 Multi-Service Centre is due to complete mid-October 2018. Growth Boards are working on action plans that will support economic growth and The Strategic Growth Board is focused on strategic sites, HS2 and Radcliffe on Soar Power Station.

Local Plan Part 2 was submitted to the Planning Inspectorate for examination on Friday 10 August 2018, and adoption is likely in January 2019.

Performance Indicators

There are 42 of the 54 performance indicators within the corporate scorecard where quarter 1 performance data is available for this report. Twenty have an improving trend and sixteen are deteriorating.

There are five highlights for quarter 1:

LINS27a Average length of stay of all households in temporary accommodation – the average time spent in temporary accommodation was 5 weeks in this quarter, significantly lower than the 9 weeks average for 2017/18

LINS51 Number of leisure centre users – public – the number of leisure centre users continues to grow, the number of visitors is almost 27,000 higher than the first quarter last year

LINS60 Number of users of paid council car parks – usage has increased, up over 22,000 compared to the first quarter of last year

LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes – performance has achieved 92% this quarter, a further improvement on the 90% average achieved for 2017/18

LITR12 Percentage of RBC owned industrial units occupied – occupation has once more returned to 100% following the addition of new units in Cotgrave, any void periods are short as interest in the units very good.

In this quarter there are five exceptions:

LICO41 Percentage of householder planning applications processed within target times –

performance has dropped to 78.2% compared to the target of 88% as a result of staff vacancies and increased workload

LICO46a Percentage of appeals allowed against total number of Major planning applications determined by the authority – although performance is 12.5%, this is only 2.5% over target and is due to one appeal (allowed) against 8 major applications in the period


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LINS39 Vehicle crimes per 1,000 population – the current value of 1.53 relates to 173 reported offences compared to 159 in the first quarter last year. Campaigns are being directed at crime hotspots to alert vehicle owners.


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 Strategic Growth Board met on 2 July 2018, the main items were an update on strategic sites, HS2 and the Radcliffe on Soar Power Station. The only action was for officers to write to East Midlands Councils about RBC involvement in the future governance arrangements for HS2.
Completed Date			Great British High Streets (GBHS) week commenced on 16 July 2018; there was a focus on social media promotion of local businesses on the high street in all main towns (not just growth board areas). West Bridgford has been entered for the GBHS competition and to support the application, toolkits were sent to RBC which have been distributed to retailers in West Bridgford. The #WDYT campaign has now ended but the commitment from the #WDYT team is to continue sharing content from local retailers who use the hashtag. A stakeholders event was held for the Bingham Masterplan on 17 July 2018; the Masterplan was shared with the public after the Bingham Growth Board meeting on 13 September 2018. The Radcliffe on Trent growth board met on 13 September 2018 and the main items on the agenda were review of the board's terms of reference and progress against the action plan as requested by Radcliffe on Trent Parish Council. There was also an update on the health centre. The next East Leake Growth Board meeting is on 3 October 2018 and the main agenda item is an update from the capacity assessment carried out by Severn Trent Water. There was a meeting on 26 September with NCC Highways to explore options for the t-junction between Main Street and Gotham Road. The next West Bridgford Growth Board will take place on 9 October 2018.
Performance Measures & Indicators			Risks
Publish report of the West Bridgford Commissioners by December 2016 – COMPLETE			CRR_TR17 Inability to draw down Growth Deal 2 funding within specified
Complete assessment of need for future Growth Boards in the Borough by March 2017 - COMPLETE			

Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018 – ONGOING	timescales
Create actions plans for the Growth Boards by March 2018 - COMPLETE	

Current Task Status	ST1620_02	Lead officer	Success measurement
	Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including: <ul style="list-style-type: none"> • Playing an active role in D2N2 • Combined Authority • Collaboration Partners 	Chief Executive	An efficient Council that leverages the best advantage from partnership activities for the residents and businesses of Rushcliffe
Target date	31-Mar-2020	Progress	Cllr Robinson is now the N2 district councils' representative on the LEP Board (D2N2). An update has been provided to the other districts following the last meeting on 16 July 2018, and the next meeting will be on 18 October 2018.
Completed Date			We are working closely with Homes England to progress a housing infrastructure funding (HIF) application but also in discussions about other key strategic sites that they may be able to assist with delivery. An Innovation Seminar is being organised on behalf of all N2 Local Authorities (County, City and district authorities) which is being held on 12 November 2018. It is being hosted by Sir John Peace with two key note speakers - Bill Grimsey and Chris Barnatt
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	The Asset Investment Strategy is now operational and the Council continues to explore new opportunities. Acquisitions to date include: <ul style="list-style-type: none"> • Coop, Trent Boulevard • Bardon 22' • Finch Close
Completed Date			Opportunities within the Borough are being progressed and this is currently where the focus is. This strategy will complement any external funding that is secured to support delivery of this e.g. Cotgrave Industrial Units and town centre. The activity resulting from the strategy is reported to Corporate


			Governance Group and the Asset Investment Group.
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: <ul style="list-style-type: none"> • Improvements to the A52 • Improvements to the rail connections between Nottingham and Grantham • Feasibility of a fourth Trent crossing 	Dave Mitchell	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough

Target date	31-Mar-2020	Progress	<p>The phase 1 works to the 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 was sent to the Minister for Transport requesting a further Multi Modal Study be undertaken. The response from the minister confirmed that this request would be included for further consideration for the next phase of the Road Investment Strategy (RIS2 which is currently being considered covering the proposals for 2020-2025. It was, however emphasised that there were a lot of current requests for similar funding and therefore no guarantees could be given as to success.</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 – COMPLETE		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
Complete feasibility study for improvements to rail connections by March 2018 - COMPLETE		
LICO60a Contributions received as a percentage of current developer contributions		
LICO60b Value of future developer contributions to infrastructure funding		

Current Task	ST1620_05	Lead officer	Success measurement
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Status			
	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	The retail units and business centre were completed at the end of May 2018 and five have been let to date.
Completed Date			The multi service centre has a target date for practical completion of 15 October 2018. It is anticipated that partners will relocate early November and a launch / press event is being planned for 9 November 2018.
			The tender for the public realm work is likely to be issued in September 2018, with the intention that work will start early in 2019 and be completed by summer 2019.
			Work is currently being undertaken to explore options for Phase 2 of the project (units 1 to 4), which were not part of Phase 1. This includes the relocation of some of the businesses in units 1 to 4 into the renovated retail units and newly created office space.
Performance Measures & Indicators			Risks
Planning application submitted for Cotgrave Town Centre by September 2016 - COMPLETE			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 are still progressing through the due diligence stages of the housing infrastructure funding (HIF) for the Fairham Pastures development. This is taking longer than anticipated due to delays with getting the S106 agreement signed, however the Economic Growth Team are in regular contact with the lead landowner/developer.
Completed Date			The outline business case for the shift of £2.5m growth deal funding to Fairham Pastures is almost complete and the intention is to submit this by October 2018. If accepted the full business case will then be worked up and submitted prior to the end of March 2019. A report to Cabinet will be made later in 2018 when further information is available from the developer.
			A Big Business Event took place on 25 September 2018 and was delivered in partnership with ARUP. The event's theme was the


			<p>Industrial Strategy and included a series of presentations as well as round table discussions.</p> <p>The Digital Growth programme showcase event took place on 28 September 2018, organised in partnership with RBP. It attracted around 100 businesses and was held in the Council Chamber.</p> <p>The digital growth programme is being delivered in the borough with regular workshops held:</p> <ul style="list-style-type: none"> • Developing effective content for the web - 9 October • Understanding search and display advertising - 10 October • Blogging for business - 16 October. <p>In addition a growth hub event is planned for 3 October 2018 - Business Planning for Investment. A one to one business support session will be held towards the end of October 2018.</p>
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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	Dave Mitchell	Rushcliffe residents continue to benefit from superb leisure facilities across the Borough


	activities as the conditions prescribed in the Strategy arise		helping them to maintain healthy lifestyles with easy access to a range of leisure facilities
Target date	31-Mar-2020	Progress	Cabinet considered the findings of a detailed feasibility study into the options for replacing Bingham Leisure Centre on the Toot Hill School site on 10 July 2018. It was decided that due to technical challenges and costs of all potential sites that a further study was required to investigate the business case for a mixed commercial and leisure development of Council owned land at Chapel Lane Bingham. This work has commenced and will report back to Cabinet early in 2019.
Completed Date			
Performance Measures & Indicators			Risks
Complete review of Bingham Leisure Centre by December 2017 – COMPLETE			CRR_FCS20 Failure to properly manage and deliver significant projects - Leisure and Office move
Arena leisure centre operational by January 2017 - COMPLETE			
Complete review of Edwalton Golf Courses by March 2017 - COMPLETE			
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>YouNG markets continue to give local young entrepreneurs the unique experience of running their own business for a day or the chance to perform in front of a live audience.</p> <p>Young people from across Rushcliffe have participated in local markets across Rushcliffe and internationally in Poland and Slovakia. Local markets have taken place at Cotgrave festival, Radfest, Trent Bridge Fun day; and futher afield in Poznan Poland, and Martin Slovakia.</p> <p>The larger events have been West Bridgford Taste of Rushcliffe Food festival with 30 market stalls and the Young goes Euro Multiplier event at Rushcliffe Arena with 19 market stalls, bringing the total number of market stall opportunities taken up by young people to 91 business learning opportunities.</p>
Completed Date			
Performance Measures & Indicators			Risks
Establish the format of YouNG as a Community Interest Company by December 2016 – REVISED YouNG now part of Positive Futures			
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
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	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 Local Plan Part 2 was submitted to the Planning Inspectorate for examination on Friday 10 August 2018. Submitted with it were the 459 representations received in response to the publication Local Plan (May 2018) and all the plan's supporting evidence. The Planning Inspectorate has appointed Philip Lewis as the Inspector for the plan's examination, meaning that the examination process has therefore commenced.</p> <p>The examination will include hearing sessions on dates yet to be agreed by the Inspector. The indicative timetable at this stage, subject to how the Inspector progresses the examination process, is as follows:</p> <ul style="list-style-type: none"> •Submission of plan (plus all representations and supporting evidence) for examination – August 2018 •Public examination of plan – August to December 2018 •In a position to adopt the plan – January 2019.
Completed Date			
Performance Measures & Indicators			Risks
Complete second stage of Green Belt Review by December 2016 – COMPLETE			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.
Completed Date			
Performance Measures & Indicators			
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	<p>ICT are currently working on a new Digital-by-Design programme, and will setup key objectives for the coming years in how the Council can improve digital services for its residents. A project has already begun to replace the existing Customer Contact Centre (CRM) system for a new Meritec solution. The Meritec solution will allow the delivery of key objectives from the Digital-by-Design programme such as; additional digital channels for residents when accessing services, Automation of backend processes, instant responses to resident's requests, and a 'My Account' portal.</p> <p>A question has been included in the residents' survey to establish if residents are happy with the number of different ways they have available to get in touch.</p>
Completed Date			
Performance Measures & Indicators		Risks	
LIFCS40 Combined number of Social Media followers		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
LITR03a Percentage increase in self-serve transactions			
LITR04 Percentage of residents satisfied with the variety of ways they can contact the Council		CRR_TR12 Long term loss/failure of main ICT systems	
LITR12b Percentage of Customer Access Strategy delivered			

Current Task Status	ST1620_12	Lead officer	Success measurement
	Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes	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	Relocation of the Abbey Road depot - work is ongoing to finalise the operating model and associated financial implications for future delivery of RBC refuse, green waste, recycling and Streetwise. A report is scheduled for Cabinet on 9 October 2018.
Completed Date			
Performance Measures & Indicators			Risks
New Council offices at Rushcliffe Arena operational by spring 2017 – COMPLETE			CRR_FCS12 Risk and return from Asset Investment Strategy
Complete Bridgford Hall building works by Spring 2017 - COMPLETE			
Finalise business case for the disposal the Civic Centre by December 2017 - COMPLETE			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	15/16	16/17	17/18	Q1 2018/19			18/19
			Value	Value	Value	Value	Target	Long Trend	Target
Neighbourhoods									
	LINS27a	Average length of stay of all households in temporary accommodation	New	12 wks	9 wks	5wks	15 wks		15 wks
	LINS51	Number of leisure centre users - public	1,262,202	1,254,363	1,400,866	351,666	334,975		1,339,900
	LINS60	Number of users of paid council car parks	552,876	512,619	543,646	154,464	132,000		555,000
Transformation									
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	80%	79%	90%	92%	85%		85%
	LITR12	Percentage of RBC owned industrial units occupied	99.38%	99.45%	94.4%	100%	96%		96%

Performance Exceptions – quarter 1

LICO41 Percentage of householder planning applications processed within target times					Current Value	Current Target
2018/19	2017/18	2016/17	2015/16	--- Target	79.50%	88.00%
					<p>A number of factors have contributed to the decline in performance, including the departure of one Principal Planning Officer. One of the Senior Planning Officers is providing some cover, principally undertaking a role signing applications under delegated powers.</p> <p>Other factors include increased workload, both in terms of number of submissions and complexity of applications/pre-application enquiries, the number of applications being referred to Planning Committee and also the need to negotiate on schemes to improve the proposal and/or address adverse impacts arising from the development, a matter of balancing quality of outcome against speed of determination. In the majority of cases applications determined beyond the 8 week target are subject to an agreed extension of time, particularly relevant in terms of the quarterly returns to Government.</p> <p>A recruitment process is currently under way to attract an additional planning officer and an offer has now been made. Performance is expected to return to previous levels as a result.</p>	

LICO46a Percentage of appeals allowed against total number of Major planning applications determined by the authority					Current Value	Current Target
2018/19				--- Target	12.5%	10%
					<p>The performance indicator for appeals previously related to all appeals determined. This has now been broken down in to two categories relating to Major development (LICO46a) and Non-Major development (LICO46b), in line with the Government returns.</p> <p>At the end of quarter 1 only two appeal decisions had been received, one of which related to a Major development proposal and was allowed. During this same period a total of 8 applications for Major development had been determined, resulting in a percentage of appeals allowed against total number of application determined of 12.5%. Whilst this is above our performance target of 10%, this is influenced by the small number of Major applications determined during the first quarter.</p> <p>During the year, there should be a greater increase in the number of applications determined in relation to the proportion of applications subject to appeal. Furthermore, the national return, upon which designation criteria are assessed, are measured over the preceding two year period, when applying</p>	

this criteria, the percentage of appeals allowed against the number of Major applications determined within the same period stands at around 2.5%.

LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)					Current Value	Current Target
2018/19	2017/18	2016/17	2015/16	--- Target	264	152
					<p>The number of reports of fly tips has continued to increase; this is a national trend and is caused in part by an increase in both public awareness and ease of reporting.</p> <p>We have managed to catch a number of fly tippers using CCTV evidence including the seizure of a vehicle known to be involved. We expect a number of prosecutions in the coming weeks.</p> <p>The Council is continuing to target hotspots with the 'We are watching you' campaign.</p> <p>A new fly tipping forum has been set up across Nottinghamshire and we are actively supporting this and expect to undertake a number of joint initiatives in the coming months.</p>	

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings					Current Value	Current Target
2018/19	2017/18	2016/17	2015/16	--- Target	38 weeks	35 weeks
					<p>The average waiting time of all applicants over the last 12 months is 38 weeks. In total, 288 people were rehoused.</p> <p>The quarterly figure fluctuates due to 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> <p>As a result of changes to the allocations policy, there are fewer band 1 and band 2 cases, and the majority of applicants being rehoused are from band 3 and; therefore, are likely to have been waiting longer, which has affected the average waiting time for this quarter.</p> <p>Applicants are given advice and encouraged to bid for properties, however the supply of available housing and the time successful bidders have been waiting will have an impact on the performance of this indicator.</p>	

LINS39 Vehicle crimes per 1,000 population					Current Value	Current Target																									
2018/19	2017/18	2016/17	2015/16	-.- Target	1.53	1.42																									
<table border="1"> <caption>Estimated data from the line chart</caption> <thead> <tr> <th>Quarter</th> <th>2018/19</th> <th>2017/18</th> <th>2016/17</th> <th>2015/16</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>1.53</td> <td>1.2</td> <td>1.0</td> <td>0.8</td> </tr> <tr> <td>Q2 2018/19</td> <td>2.5</td> <td>1.8</td> <td>1.5</td> <td>1.2</td> </tr> <tr> <td>Q3 2018/19</td> <td>3.8</td> <td>2.5</td> <td>2.2</td> <td>1.8</td> </tr> <tr> <td>Q4 2018/19</td> <td>5.0</td> <td>3.2</td> <td>2.8</td> <td>2.2</td> </tr> </tbody> </table>					Quarter	2018/19	2017/18	2016/17	2015/16	Q1 2018/19	1.53	1.2	1.0	0.8	Q2 2018/19	2.5	1.8	1.5	1.2	Q3 2018/19	3.8	2.5	2.2	1.8	Q4 2018/19	5.0	3.2	2.8	2.2	<p>Reporting of this crime is increasing nationally, partially as a result of changes to reporting implemented after a HMIC report in 2017.</p> <p>In response, we have and will continue to undertake an educative campaign in partnership with South Notts Police at known vehicle crime hotspots within the Borough which include both Morrisons and Asda car parks and also the Nottingham Knight Premier Inn car park. This campaign involves leaving an advisory leaflet on vehicles where items have been left on show which may be an attraction to offenders.</p>	
Quarter	2018/19	2017/18	2016/17	2015/16																											
Q1 2018/19	1.53	1.2	1.0	0.8																											
Q2 2018/19	2.5	1.8	1.5	1.2																											
Q3 2018/19	3.8	2.5	2.2	1.8																											
Q4 2018/19	5.0	3.2	2.8	2.2																											

Corporate Scorecard

Communities						
Status	Ref.	Description	Q1 2018/19			2018/19
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	79.50%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	75.00%	70.00%		70.00%
	*LICO46 a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	12.5%	10%		10%
	*LICO46 b	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.3%	10%		10%
	LICO59	Income received for fee earning pre planning application advices	£13,269.32			
	LICO60a	Contributions received as a percentage of current developer contributions	29.30%			
	LICO60b	Value of future developer contributions to infrastructure funding	£34.63m			
	LICO70a	Number of young people engaged with positive futures programme	126			
	LICO70b	Number of work experience places organised	13			

*Former LICO46 Planning appeals allowed against authority's decision – this indicator has been replaced by two separate indicators due to the implementation of new reporting to Government.























Finance & Corporate Services						
Status	Ref.	Description	Q1 2018/19			2018/19
			Value	Target	Long Trend	Target
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	98.02%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	62%	60%		90%
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£97,198	£100k		£597k
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme at the start of the financial	£0.266m	£0.202m		£0.808m

		year				
	LIFCS20	Percentage of Council Tax collected in year	29.97%	29.85%		99.20%
	LIFCS21	Percentage of Non-domestic Rates collected in year	32.29%	31.35%		99.00%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6.62 days	8.5 days		8.5 days
	LIFCS43	Percentage of Community Support Grant allocation spent to date	9.22%	7.5%		85%
	LIFCS50	Number of complaints received by the council at initial stage	14			

Neighbourhoods

Status	Ref.	Description	Q1 2018/19			2018/19
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	264	152		995
	LINS15	Percentage of food establishments achieving a hygiene rating of 4 or 5	90.0%	92.0%		92.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	56.16%	53.65%		50.0%
	LINS24	Number of affordable homes delivered	35	27		108
	LINS25	Number of households living in temporary accommodation	3	10		10
	LINS27a	Average length of stay of all households in temporary accommodation	5 weeks	15 weeks		15 weeks
	LINS29a*	Number of successful homelessness preventions undertaken	18			
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	38 weeks	35 weeks		35 weeks
	LINS37	Domestic burglaries per 1,000 households	2.28	2.62		10.04
	LINS38	Robberies per 1,000 Population	0.10	0.13		0.33
	LINS39	Vehicle crimes per 1,000 population	1.53	1.42		4.98
	LINS51	Number of leisure centre users - public	361,666	334,975		1,339,900
	LINS60	Number of users of paid council car parks	154,464	132,000		555,000

LINS29a Average length of stay of all households in temporary accommodation – due to legislation changes the collection of this indicator changed and has replaced the former LINS29.

Transformation						
Status	Ref.	Description	Q1 2018/19			2018/19
			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	-1.56%	-		-
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	92%	85%		85%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	88%	86%		86%
	LITR12	Percentage of RBC owned industrial units occupied	100%	96%		96%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£319,062	£328,938		£1.326m
	LITR15	Percentage of privately owned industrial units occupied	95.49%	92%		92%
	LITR35	Percentage of Growth Deal money drawn down and allocated	48%	48%		48%
	LITR36	Percentage of new homes at the Land North of Bingham completed	0%	0%		5%
	LITR51	Corporate Sickness - number of days lost to sickness absence	1.39	2.00		8.00
	LITR54	Number of apprenticeships organised within the Council	8	-		-


Revenue Monitoring

	Period 4			
	Original Budget £'000	Revised Budget £'000	Projected Actual £'000	Variance £'000
Communities	1,103	1,306	1,261	-45
Finance & Corporate Services	3,470	3,491	3,404	-87
Neighbourhoods	4,611	4,673	4,617	-56
Transformation	2,502	2,738	2,843	105
Sub Total	11,686	12,208	12,125	-83
Capital Accounting Reversals	-2,234	-2,234	-2,234	0
Minimum Revenue Provision	1,000	1,000	1,000	0
Total Net Service Expenditure	10,452	10,974	10,891	-83
Grant Income (including New Homes Bonus & rsg)	-1,632	-1,632	-1,647	-15
Business Rates (including SBRR)	-2,990	-2,990	-2,990	0
Council Tax	-6,346	-6,346	-6,346	0
Collection Fund Surplus	-1389	-1389	-1228	161
Total Funding	-12,357	-12,357	-12,211	146
Surplus (-)/Deficit on Revenue Budget	-1,905	-1,383	-1,320	63
Capital Expenditure financed from reserves	129	129	129	0
Net Transfer to (-)/from Reserves	-1,776	-1,254	-1,191	63

Capital Monitoring

CAPITAL PROGRAMME MONITORING - JULY 2018			
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation	9,387	6,552	(2,835)
Neighbourhoods	2,936	2,950	14
Communities	764	749	(15)
Finance & Corporate Services	11,271	3,870	(7,401)
Contingency	87	87	-
	24,445	14,208	(10,237)
FINANCING ANALYSIS			
Capital Receipts	(14,079)	(8,007)	6,072
Government Grants	(1,018)	(1,018)	-
Other Grants/Contributions	(1,719)	(1,754)	(35)
Use of Reserves	(600)	(600)	-
Internal Borrowing	(7,030)	(2,829)	4,201
	(24,445)	(14,208)	10,237
NET EXPENDITURE	-	-	-

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 <p>Performance Management Board 25 September 2018 Annual Customer Feedback Report 2017/18</p>	
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Report of the Executive Manager – Finance and Corporate Services

1. Purpose of the Report

1.1. This report summarises the complaints received during 2017/18 and provides a comparison to previous performance. Key points include:

- There has been a decline in the number of total complaints since 2011/12 by 65.5% (116 to 40).
- The percentage of complaints escalated past Stage 1 has increased to 32.5% (13/40) in 2017/18.
- Consistency in handling complaints has stayed at a high level, as has the number of complaints that are responded to within target time – 39 out of 40.
- Analysis of the 40 complaints received in 2017/18 showed that 47.5% were unjustified.
- The Council received 69 compliments about its services in 2017/18 – 19 more than the previous year.

2. Recommendation

It is RECOMMENDED that this report is accepted as a true record of customer feedback in 2017/18.

3. Reasons for Recommendation

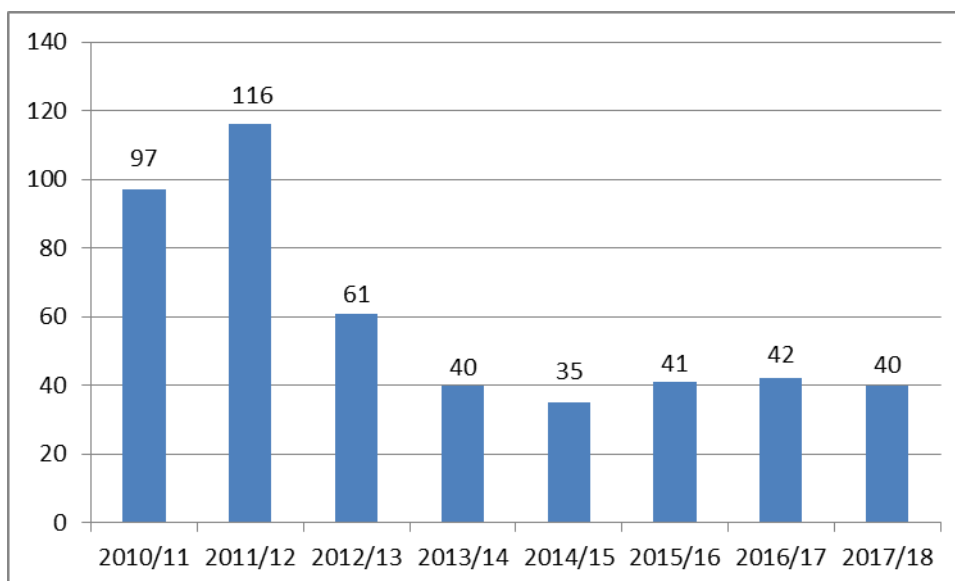
3.1 Officers work hard to investigate complaints quickly and thoroughly. Learning points are identified and fed back at team meetings. Where the interpretation of policy is at the root of the problem this is considered and changes made where necessary.

4. Supporting Evidence

4.1. Total Complaints

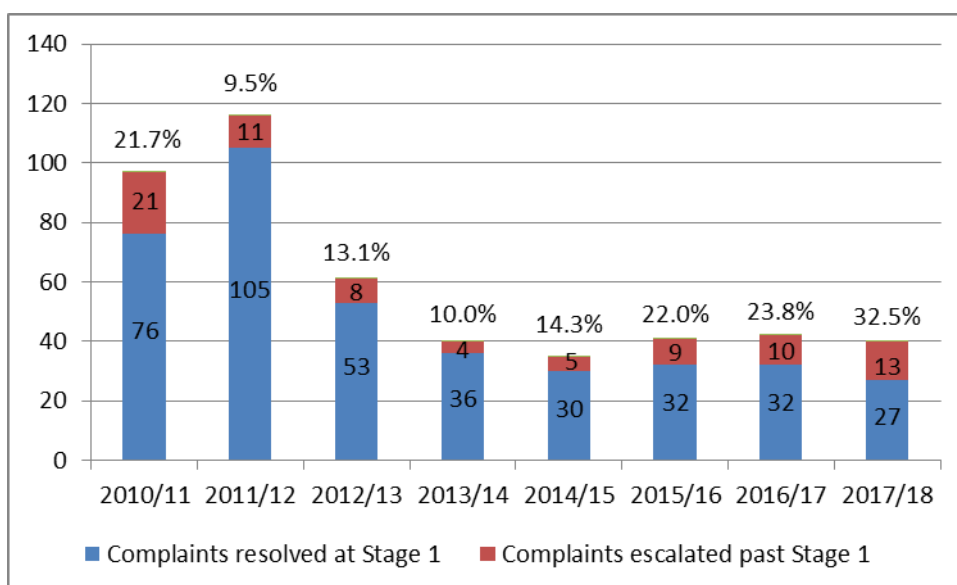
The number of complaints received by the Council in 2017/18 was 40. This is very similar to last year's total. The trend for complaints received by the Council over the last few years is shown on the graph below. It initially showed a positive downward trend, and has evened out over the last five years to show a very consistent level. This is against a background of reduced

resources and, therefore, officers doing things differently and looking to improve services.



Total Complaints Year by Year

4.2. Escalation of Complaints



Percentage of complaints escalated past Stage 1

The standard of response at Stage 1 remains high and, more often than not, the complaint is concluded at this stage. However, 13 out of 40 complaints were escalated to Stage 2, the subjects being:

- A neighbouring planning application (five)
- An alleged breach of data protection
- A parking fine
- The length of time to reach a decision on a planning application
- An alleged breach of equality rights

- An eviction from Hound Lodge
- Non-gritting of Council premises leading to a fall
- Proper procedures not followed during determination of planning application
- The handling of a food / hygiene inspection

The percentage of escalations past Stage 1 in 2017/18 is slightly higher than in recent years. The overall number of complaints is still relatively low, with 32.5% of complaints escalated. This is, in part, a reflection of the overall low number of complaints received.

4.3 Complaints handling – Timeliness and Quality of Response

39 out of 40 complaints in 2017/18 were answered within target time. Figures for each service area are shown in the table below. It is felt that complaints were well-handled in all cases.

Service Area	Total Complaints	In Target Time (10 working days)	%
Finance and Corporate Services	4	4	100
Neighbourhoods	22	22	100
Communities	11	10	90.9
Transformation	3	3	100
Total	40	39	97.5

4.4 Justified Complaints

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

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

21 out of 40 (52.5%) complaints were judged to have been justified. This is a slightly higher total than last year when 14 out of 42 (33.3%) were felt to have been justified.

4.5 Local Government Ombudsman (LGO) Statistics

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

During 2017/18, the LGO received 11 complaints and/or enquiries about services offered by Rushcliffe Borough Council:

- three were about Planning and Development
- three were about Corporate and Other Services
- three were about Environment Services
- two were about Housing

The LGO issued 11 decisions on complaints received about the Council: five were closed after initial enquiries; three were referred back for local resolution; and three were upheld.

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

Local Authority	Decisions made 2017/18						
	Total	Upheld	Not upheld	Advice given	Closed after initial enquiries	Invalid or incomplete	Referred back to LA
Rushcliffe	11	3	0	0	5	0	3
Ashfield	16	1	4	1	3	1	6
Bassetlaw	18	3	3	1	7	0	4
Broxtowe	9	0	0	2	4	0	3
Gedling	7	0	0	0	4	0	3
Mansfield	17	3	2	0	5	0	7
N & S	16	0	0	1	7	0	8
Charnwood	22	1	1	0	10	0	10
N W Leics	4	0	1	0	1	2	0
Melton	8	0	0	1	1	0	6
S Kesteven	14	1	2	0	3	0	8

4.6 Distribution of complaints between service areas

The table in **Appendix 1** gives brief details of the complaints received during the year 2017/18, how they were distributed across the four service areas, whether they were resolved at Stage 1 or Stage 2, and whether or not they were felt to be justified.

4.7 Complaints Monitoring

The satisfaction rate for the handling of complaints in 2017/18 was 100%. Two complainants returned monitoring forms. Of those, both people were satisfied.

The level of response remains very sporadic, and as such, no firm conclusions can be drawn. The feeling is that where a problem has been easy to fix, and

the customer has got their desired outcome, satisfaction tends to be higher. Where the complaint involves a protracted case, involving services such as benefits or planning, the complaint is as of a result of misinterpretation / misunderstanding of policy, and so satisfaction tends to be much lower.

4.8 Compliments

The number of recorded compliments has risen by a third. We reminded managers to ensure compliments are passed onto the Performance Team. The distribution among service areas is shown in the table below, along with a comparison to last year:

Service Area	Number of Compliments 2017/18	Number of Compliments 2016/17
Finance and Corporate Services	9	2
Neighbourhoods	24 (+ 3 for Streetwise)	32 (+ 1 for Streetwise)
Communities	24	14
Transformation	8	2
Total	68	51

5 Risk and Uncertainties

Serious reputational damage could be suffered if the Council fails to respond appropriately to complaints. Annual training is offered to those investigating and responding to complaints, and support is given to individuals during the process to ensure a thorough investigation is undertaken and the response to the complainant is clear, complete and customer focused.

6 Implications

6.1 Financial Implications

Very occasionally compensation is given where complainants find themselves out of pocket due to an error made by the Council.

6.2 Legal Implications

Should complaints remain dissatisfied after the Council has concluded its investigation they can take their complaint to the Local Government Ombudsman.

6.3 Equalities Implications

The Council and its officers strive to treat each complaint on its merits.

6.4 Other Implications

There are no other implications in this report.

7. Link to Corporate Priorities

The successful resolution of complaints can support all three of the Council's Corporate Priorities.

8. Recommendations

It is RECOMMENDED that this report is accepted as a true record of customer feedback in 2017/18.

For more information contact:	Charlotte Caven-Atack Performance, Reputation and Constitutional Services Manager 0115 914 8278 ccaven-atack@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix 1 – Complaints by Service Area

Service Area	Number of Complaints	Subject of complaint	Resolved at Stage 1 or 2	Justified?
Neighbourhoods	22	7 x dealings with Housing staff	1 x Stage 2; 6 x Stage 1	3 x Yes; 4 x No
		3 x dealings with Env.Health staff	1 x Stage 2; 2 x Stage 1	3 x No
		2 x issues with parking fines	1 x Stage 2; 1 x Stage 1	1 x Yes; 1 x No
		2 x admin of green bin scheme	2 x Stage 1	2 x Yes
		2 x claim of equality / disability discrimination	1 x Stage 2; 1 x Stage 1	2 x Yes
		2 x R2Go / Streetwise staff abuse / actions	2 x Stage 1	2 x Yes
		1 x alleged breach of data protection	1 x Stage 2;	No
		1 x taxi licensing	Stage 1	Yes
		1 x noise nuisance	Stage 1	No
		1 x mowing on Green Line	Stage 1	Yes
Communities	11	9 x issues regarding planning applications	7 x Stage 2; 2 x Stage 1	5 x Yes; 4 x No
		1 x resident who fell at West park	Stage 2	No
		1 x cleanliness of RBC facility	Stage 1	Yes
Finance and Corporate Services	4	3 x Council tax issue	3 x Stage 1	3 x Yes
		1 x dealings with Benefits staff member	Stage 1	No
Transformation	3	2 x issues at RCCC	2 x Stage 1	2 x No
		1 x alleged equality issues	Stage 1	No

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Performance Management Board

25 September 2018

Work Programme

Report of the Executive Manager – Finance and Corporate Services

1. Purpose of report

- 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
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.

4. Recommendation

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

Date of Meeting	Item
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

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