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Our reference:
Your reference:
Date: Monday, 19 November 2018



To all Members of the Performance Management Board

Dear Councillor

A Meeting of the Performance Management Board will be held on Tuesday, 27 November 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 'S Sull'.

Sanjit Sull
Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Minutes of the Meeting held on 25 September 2018 (Pages 1 - 10)
4. Parkwood Annual Report (Pages 11 - 22)
Report of the Executive Manager – Neighbourhoods.
5. Environmental Health Enforcement Update (Pages 23 - 32)
The report of the Executive Manager – Neighbourhoods
6. Diversity Annual Report (Pages 33 - 46)
The report of the Executive Manager – Transformation and Operations.
7. Performance Monitoring Quarter 2 2018/19 (Pages 47 - 68)
Report of the Executive Manager – Transformation and Operations.

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8. Work Programme (Pages 69 - 70)

Report of the Executive Manager – Finance and Corporate Services.

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, 25 SEPTEMBER 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,
H Chewings, T Combellack, A Phillips, L Plant and R Walker

OFFICERS IN ATTENDANCE:

D Burch	Service Manager - Neighbourhoods
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
E Dodd	Principal Area Planning Officer
P Linfield	Executive Manager - Finance and Corporate Services
D Musto	Parking Manager - Broxtowe Borough Council
A Pegram	Service Manager - Communities
L Webb	Constitutional Services Officer

APOLOGIES:

Councillors K Beardsall and Mrs C Jeffreys

7 Declarations of Interest

There were no declarations of interest.

8 Minutes of the Meeting held on 26 June 2018

The minutes of the meeting held on Tuesday 26 June 2018 were approved as a true record and were signed by the Chairman.

9 Civil Parking and Enforcement Contracts Update 2017/18

The Service Manager – Neighbourhoods presented the report of the Executive Manager – Neighbourhoods that provided the Group with an update on the Civil Parking Enforcement Contract that was operated in partnership with Nottinghamshire County Council and the other district councils in the county. It was noted that during 2017/18 a number of changes had been introduced including the implementation of the Council's first off street car parking strategy, short stay provision in two Bingham car parks and the planned introduction of Ring-Go which would provide users with the option to pay for parking via their mobile device. The Service Manager informed the Board that

future plans included the installation of electric car charging points and an increased commitment to offering short stay parking solutions in towns and villages within the Borough. It was also noted that the Council were keen to receive the Park Mark Safe Parking Award by improving lighting and cutting back shrubs and bushes in car parks to ensure car parks were safe for users to use at all times

It was noted that since 2014 the Council had worked in partnership with Broxtowe Borough Council in managing the Civil Parking Contract. The Board were informed that Broxtowe Borough Council managed the day to day deployment of Civil Enforcement Officers, enquiries and appeals against Penalty Charge Notices.

Members of the Board asked several specific questions regarding surplus made by both Rushcliffe for off street parking, and Nottinghamshire County Council for on street parking. The Service Manager agreed to provide the Board with more detailed information following the meeting.

The Board were pleased to see the introduction of short stay parking in order to support economic growth in the towns and villages within the Borough however, it was noted that those who were working in West Bridgford were still resorting to parking on the streets which were producing complaints from residents.

The Board were pleased that there was potential for other councils to join Rushcliffe Borough Council and Broxtowe Borough Council which would see a reduction in management costs. It was also noted that the Department for Transport recognised that the size of cars was increasing and that consequently if parking spaces were increased, the number of parking spaces would reduce. The Parking Manager also informed the Group that parking fines would not be produced if a resident had made a reasonable attempt to park their car and that one vehicle was permitted to only one parking space regardless of its size.

It was RESOLVED that:

- a) the report of the Executive Manager – Neighbourhoods be noted.
- b) further information be provided to members of the Performance Management Board on the amount of surplus made by Rushcliffe Borough Council for off street parking and by Nottinghamshire County Council for on street parking.

10 Planning Enforcement Update

The Service Manager – Communities presented the report of the Executive Manager – Communities that provided information on the delivery of the Council's Planning Enforcement function. The Service Manager delivered a presentation on planning enforcement procedures and investigations of alleged breaches of planning control. The presentation covered:

- Categories of Complaint/Investigation
- Land South of Wilford Lane

- Park Lodge, Central Avenue
- 22 Landcroft Lane, Sutton Bonington
- Wilford Lane, West Bridgford
- Windows
- Flintham Lane, Screveton

Following the presentation, the Board asked several specific questions regarding the discretion of the Planning Enforcement function. The Service Manager informed the Board that although Planning Enforcement was discretionary, failure to respond promptly to complaints regarding alleged breaches of planning control would impact on the public confidence of the planning service as well as the reputation of the Council as a whole.

Members of the Board advised that they were aware of three incidents of alleged breaches that had received no further response from the Planning Enforcement Team. The Service Manager acknowledged this and agreed to follow up the alleged breaches and for the level of responses to enquiries to be reviewed. It was also noted that a development without planning permission or in breach of a condition was unauthorised development activity, but was not illegal.

Members of the Board requested that all Councillors receive a Planning Enforcement workshop both before the May 2019 local election and following the election for new councillors, as they found the presentation informative. It was also requested for a report regarding planning an update of the service function.

It was RESOLVED that:

- a) the report of the Executive Manager – Communities be noted.
- b) three incidents of Planning Enforcement in the Leake ward to be followed up and that the level of responses to enquiries be reviewed.
- c) the Group be provided with more information regarding the legal implications of making planning enforcement enquiries public information.
- d) a Planning Enforcement workshop and information regarding the revised NPPF be delivered to current councillors and also be included in the induction programme following the local election in 2019.

11 Performance Monitoring Quarter 1 2018/19

The Service Manager – Finance and Corporate Services presented the report of the Executive Manager – Transformation and Operations that provided a summary of the Council's performance for quarter 1 2018/19 that contained tasks from the Council's Corporate Strategy 2016 – 2020 and performance indicators.

There were five performance highlights that were selected for the report:

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 continued to grow, the number of visitors was almost 27,000 higher than the first quarter in 2017/18.

LINS60 Number of users of paid council car parks – usage had increased, up over 22,000 compared to the first quarter in 2017/18.

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

LITR12 Percentage of RBC owned industrial units occupied – occupation had returned to 100% following the addition of new units in Cotgrave.

Five performance exceptions were noted for quarter 1:

LICO41 Percentage of householder planning applications processed within target times – performance had 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 was 12.5%, this was only 2.5% over target and was 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 had been rising year on year both locally and nationally, with 264 made in the first quarter in Rushcliffe. A number of fly tippers had been caught and a vehicle has been seized.

LINS32 Average waiting time of applicants rehoused by Choice Based Lettings – this indicator had been an exception in the past and was 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 had shown that performance could improve over the year.

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

Members of the Board asked if the information provided on the average waiting time of applicants rehoused by Choice Based Lettings be broken down further to increase clarity. It was also noted that consideration be given to the setting of targets for tasks which did not currently have them such as number of apprenticeships and number of work experience placements provided by the Council. The Service Manager explained that the Council's custom and practice was to set targets after the first year in which new targets were introduced.

It was **RESOLVED** that:

- a) the report of the Executive Manager – Transformation and Operations be noted.
- b) the information provided on the average waiting time of applicants rehoused by Choice Based Lettings be broken down further to increase clarity.
- c) consideration be given to the setting of targets for tasks which did not currently have performance targets.

12 **Annual Customer Feedback Report 2017/18**

The Service Manager – Finance and Corporate Services presented the report of the Executive Manager – Finance and Corporate Services that summarised the complaints received during 2017/18 and provided a comparison to previous performance. It was noted that there had been a decline in the number of total complaints since 2011/12 by 65.5% (116 to 40) and that the percentage of complaints escalated past stage 1 had increased to 32.5%. The Board were also advised that the Council had received 69 compliments about its services in 2017/18, which was 19 more than during 2016/17. It was also noted that the Local Government Ombudsman had received 11 complaints and/or enquiries about the services that they offered. The Service Manager assured the Board that the Council always aimed to resolve residents' complaints as quickly as possible and was confident that residents were satisfied with the services that were provided by the Council.

The Board asked several specific questions regarding the escalation of complaints and justified complaints. The Service Manager advised that residents who escalated their complaints were usually concerned with a Council policy rather than a particular issue. The Service Manager also noted that justified complaints were referred back to team leaders and that if any learning points arose as a result of a complaint about a particular service area they were raised at sectional team meetings as part of on-going training for staff.

It was RESOLVED that the report of the Executive Manager – Finance and Corporate Services be noted.

13 **Work Programme**

The Board considered its Work Programme.

It was **RESOLVED** that the Work Programme as set out below be approved.

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 Report
- Streetwise Environmental Ltd Annual Update
- Performance Monitoring Quarter 3 2018/19
- Work Programme

**Action Sheet – Performance Management Board
Tuesday 25 September 2018**

Minute No.	Action	Officer Responsible
9.	Further information be provided to members of Performance Management Board on the amount of surplus made by Rushcliffe Borough Council for off street parking and by Nottinghamshire County Council for on street parking.	Service Manager – Neighbourhoods
10.	a) Three incidents of Planning Enforcement in the Leake ward be followed up and that the level of responses to enquiries be reviewed b) the Group be provided with more information regarding the legal implications of making planning enforcement enquiries public information c) a planning enforcement and information regarding the revised NPPF workshop be delivered to current councillors and be included in the induction programme following the local election in 2019.	Service Manager – Communities
11.	a) the information provided on the average waiting time of applicants rehoused by Choice Based Lettings be broken down further to increase clarity b) consideration be given to the setting of targets for tasks which did not currently have performance targets.	Service Manager – Finance and Corporate Services

The meeting closed at 8.51 pm.

CHAIRMAN

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Performance Management Board – Action and Response Sheet 25 September 2018

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Minute No.	Action	Officer Responsible	Response
9.	Further information be provided to members of Performance Management Board on the amount of surplus made by Rushcliffe Borough Council for off street parking and by Nottinghamshire County Council for on street parking.	Service Manager – Neighbourhoods	Email sent to the Group 26 September 2018.
10.	<p>a) Three incidents of Planning Enforcement in the Leake ward be followed up and that the level of responses to enquiries be reviewed</p> <p>b) the Group be provided with more information regarding the legal implications of making planning enforcement enquiries public information</p> <p>c) a planning enforcement and information regarding the revised NPPF workshop be delivered to current councillors and be included in the induction programme following the local election in 2019.</p>	Service Manager – Communities	<p>a) The team has researched this matter and regarding current ongoing cases it is considered that these cannot be made public as it could compromise ongoing investigations. The team will, however, look into making Enforcement Notices (including STOP, Temporary Stop, Enforcement and Breach of Conditions) public and searchable on the website.</p> <p>b) Programme will be devised following the 2019 local elections.</p>
11.	<p>a) the information provided on the average waiting time of applicants rehoused by Choice Based Lettings be broken down further to increase clarity</p> <p>b) consideration be given to the setting of targets for tasks which did not currently have performance targets.</p>	Service Manager – Finance and Corporate Services	

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Performance Management Board

Tuesday, 27 November 2018

Parkwood Annual Report

Report of the Executive Manager – Neighbourhoods

1. Purpose of report

- 1.1. To present the performance of the Leisure Services Contractor, Parkwood Community Leisure, for the contract year August 2017 – July 2018
- 1.2. The report is for information and scrutiny to comply with good practice in reporting on the annual performance of this contract.
- 1.3. This matter has not been considered by any other committee.

2. Recommendation

It is RECOMMENDED that

- a) Members consider and make comments on the performance of Parkwood Community Leisure for the contract year 2017/18 as outlined in the report and the accompanying presentation.

3. Reasons for Recommendation

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

4. Supporting Information

- 4.1. The contract for the management of four of the Council's leisure centres was awarded to Parkwood Leisure Ltd in August 2007. After renegotiation with Parkwood Leisure following the closure of Rushcliffe Leisure Centre and opening of Rushcliffe Arena, the contract was extended and will run until July 2025. Parkwood Leisure Ltd, sub contract the delivery of the leisure services to Parkwood Community Leisure. This report provides Members with a broad range of information and performance data to allow them to consider the effectiveness of the delivery of this contract by Parkwood Community Leisure.
- 4.2. Members will be aware that from 1 October 2018, with the agreement of Cabinet in May 2018, the sub contract with Parkwood Community Leisure was

dissolved and a new sub contract arrangement put in place with Lex Leisure with staff transferring to the new provider.

4.3. Members will note that this report refers to the reporting period 1 August 2017 to the 31 July 2018, which is the contractual year, and relates to the Performance of Parkwood Community Leisure. Performance of Lex Leisure will be reported to PMB in November 2019.

4.4. A detailed performance analysis is provided at Appendix 1 and this information will be supplemented at the meeting by a presentation by representatives of Lex Leisure, formally employees of Parkwood Community Leisure.

5. Alternative options considered and reasons for rejection

5.1. This report is a factual presentation of the performance of the leisure services contractor for information and scrutiny. No other options are presented.

6. Risks and Uncertainties

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

6.2. The publication of the Council's Leisure Facilities Strategy 2017-2027 notes that £1.5m of works are required at the Parkwood operated leisure centres within the next 5 years rising to £5m in the next 15 years. The strategy makes a commitment to develop a business case for capital investment for major facility improvement at Bingham. A business case for the development of Bingham Leisure Centre is expected to be reported to Cabinet later in the year. The future of Bingham Leisure Centre may result in a requirement for a contract variation for the delivery of leisure services

7. Implications

7.1. Financial Implications

7.1.1. Over the course of this contract year, the opening of the new Rushcliffe Arena and closure of Rushcliffe Leisure Centre provided an opportunity to renegotiate the contract with Parkwood Community Leisure. The changes have provided a £2.4m saving over the lifetime of the contract and reduced the management fees paid this year as outlined in appendix 1, Strategic Objective 7. Whilst not part of this reporting year, the transfer of operations from Parkwood Community Leisure to Lex Leisure will provide a further £780k saving to the Council over the remainder of the contract.

7.2. Legal Implications

7.2.1. A formal deed of variation to change the sub contract arrangements of the Leisure Services Contract was completed on 1 October 2018.

7.3. Equalities Implications

7.3.1. This report is presented for information and scrutiny. There are no implications on equalities.

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

7.4.1. This report is presented for information and scrutiny. There are no implications on community safety.

7.5. Other implications

7.5.1. None arising from this report

8. Link to Corporate Priorities

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

9. Recommendations

It is RECOMMENDED that

- a) Members consider and make comments on the performance of Parkwood Community Leisure for the contract year 2017/18 as outlined in the report and the accompanying presentation.

For more information contact:	Dave Banks Executive Manager – Neighbourhoods 0115 9148438 dburch@rushcliffe.gov.uk
Background papers available for Inspection:	Report to Cabinet 15 May 2018 'Parkwood Leisure Ltd – Lex Leisure Community Interest Company Proposal'
List of appendices:	Appendix 1 – Progress Against Strategic Objectives.

PROGRESS AGAINST STRATEGIC OBJECTIVES

Strategic Objective 1. Develop Leisure Centre Facilities

Success Criteria – Achieve Usage levels of 1,116,400 by the end of 2017/8

Total Contract Usage			
	2017-18	2016-17*	Trend
Rushcliffe Arena*	571,870	468,783	+103,087
Bingham Leisure Centre	318,758	270,209	+48,549
Cotgrave Leisure Centre	225,561	221,784	+3,777
Keyworth Leisure Centre	115,656	123,143	-7,487
Total	1,231,845	1,083,919	147,926

*Note: Rushcliffe Arena opened 2 January 2017.

2016/17 Rushcliffe Arena figure presented = Rushcliffe Leisure Centre July 16 to Dec 16

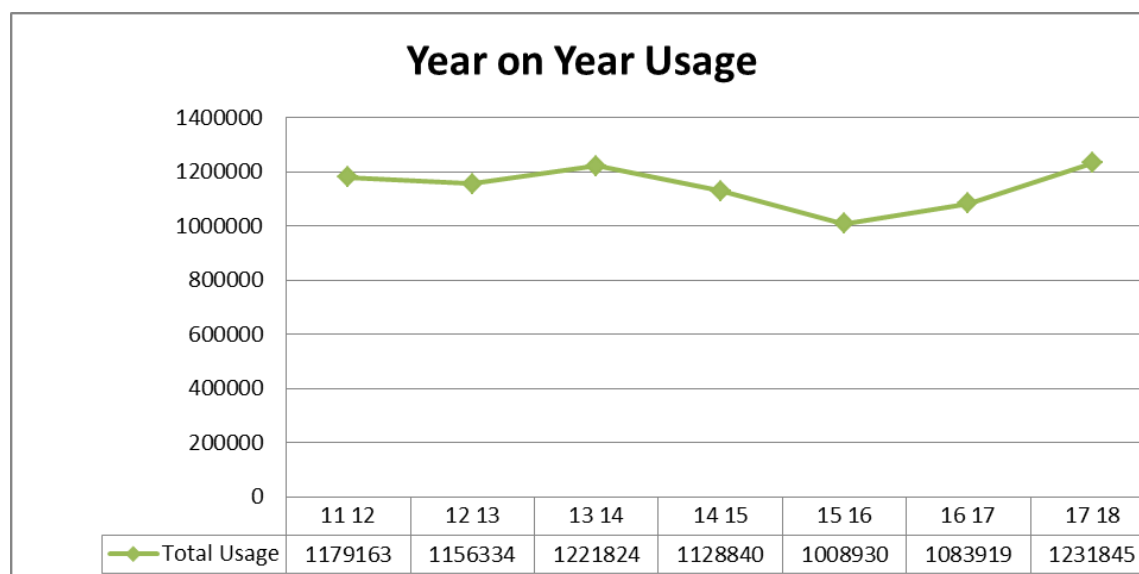
+ Rushcliffe Arena Jan 17 to July 17.

- Usage in 2017/18 exceeded the target figure by 10% (115,445 users).
- There was a 13.6% uplift in usage compared to 2016-17 (148,000 users)
- With the exception of Keyworth all centres achieved uplift in usage.

A 13% uplift is spectacular and above industry expectations. A normal accepted stretch target applied annually would be 4% uplift on the previous year's usage. It is not uncommon in the industry to see an exponential growth when a new centre is opened, followed by a period of stability around year 3 and 4 and then a tapering off.

Total year on year usage trend

The graph below shows the usage trend over the last 7 years of the contract. It is pleasing to see a year on year improvement over recent years following a dip in performance in 2014 - 2016



Total Memberships

Memberships have increased 17% from 4840 reported in July 2017 to 5679 in July 2018. The average attrition rate for the contract year was 4.22%

The health and fitness market continues to be buoyant and remains very competitive. There are now over 5679 (Gym and Swim) users who have purchased a membership package across the four sites. Members can enjoy the benefits at all four sites, a unique selling point, with many members making use of more than one facility. Competitor analysis carried out in summer 2018 confirmed that Parkwood Leisure membership was very competitive compared to the four nearest private fitness clubs and in line with similar local public fitness facilities.

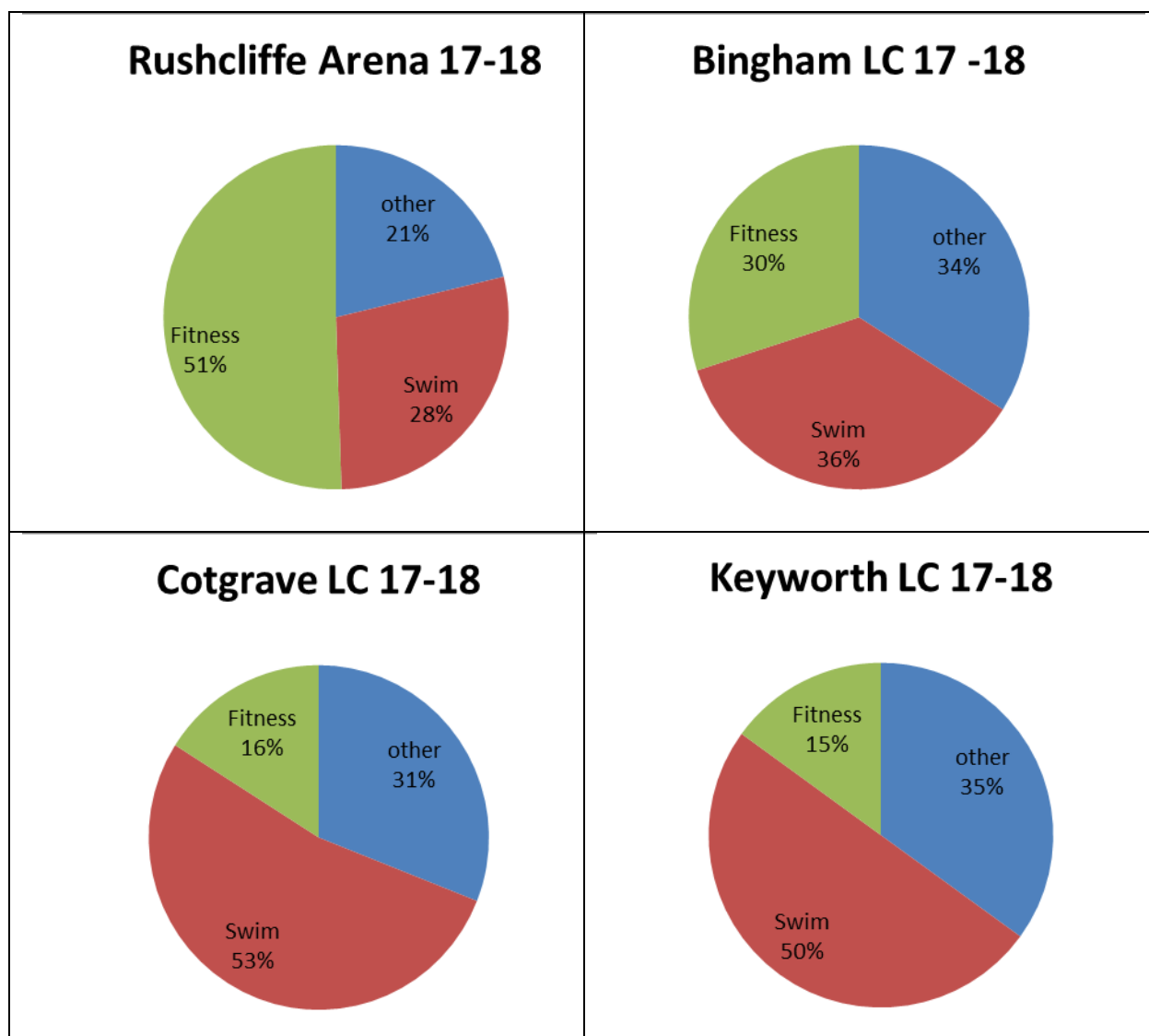
Swimming v Health and Fitness

	2017/18	2016/17	2015/16	Trend
Total Swim Usage BLC 114,852 CLC 119,692 KLC 57,043 RA 162,068	453,655 BLC 104,644 CLC 115,128 KLC 58,094 RA 157,207	435,073 BLC 109,807 CLC 98,564 KLC 69,480 RLC 162,445	440,296 BLC 109,807 CLC 98,564 KLC 69,480 RLC 162,445	<p>Swim Usage Trend</p>
Total Fitness Usage BLC 95,893 CLC 36,940 KLC 16,962 RA 288,166	437,961 BLC 84,722 CLC 30,823 KLC 14,924 RA 171,639	302,108 BLC 79,168 CLC 41,428 KLC 17,088 RLC 81,348	219,296 BLC 79,168 CLC 41,428 KLC 17,088 RLC 81,348	<p>Fitness Usage Trend</p>

In 16/17 there was a slight decrease in the overall swim total by around 1.3%, this was in line with a reported national drop in swim participation. Throughout the 2017/18 contract year Parkwood Community Leisure have engaged in a number of initiatives to promote swimming to reverse this trend, such as; swim only memberships which provide a lower cost option for those that only wish to swim; senior swim membership which includes the added benefit of grandkids go free during school holidays; The Swimathon, a national campaign to get the nation swimming and Rushcliffe Arena was a pilot site, working with Swim England, for their new Swim400 initiative. They have also continued to offer swim lessons, crash courses over school holidays and Water Safe campaigns. The swim lessons continue to be popular. These initiatives have proved to be successful in increasing swim levels over and above those seen in 2016/17.

In 2016/17 swimmers enrolled on aquazone swim courses totalled 2749. In 2017/18 this figure has risen to 3215, a 17% improvement. The introduction of Coursepro software has improved the management of swimming lessons at the centres.

Swim continues to be the highest participation activity across three out of four of the centres:



Strategic Objective 2. Develop Services for Young People

Success Criteria – Develop a range of services for young people to improve active lifestyles. A total of 117, 250 young people attending junior activities

Holiday activity programmes continued to be offered across the contract. Each half term and during the summer break Sport Excel provided a range of activities. The centres have also offered a crash course for swimming during school holidays. In October 2017 180 children attended the Oceans of Fun Day with Zoggs Fun Swim Company at Cotgrave Leisure centre, meeting Olympic athletes and taking part in a range of swim activities.

This contract year over 280,000 youngsters have attended junior activities within the centres. This includes club figures.

The centres continue to offer year round activities to encourage young people into sport:

- Active teen/Junior Gym sessions for 11-15 years olds in the fitness suites across all 4 centres. 3790 attendees in total
- Rushcliffe Games
- Sway Dance
- Water safety talks throughout June/July to local schools
- Aqua babes and aqua tots sessions
- Rookie Lifeguard courses
- The leisure centres also host many clubs that are largely junior based. These include Martial Arts, Squash, Karate grading, Gymnastics, Athletics, Football, Cricket, Triathlon, Swimming, Trampolining and Kick Boxing.
- Launch of Junior Bowls Academy
- 318 Birthday Parties delivered across the 4 centres.
- Continue to build on Bring A Baby classes
- Introduced Jump and Jiggle sessions at Rushcliffe Arena
- Work placements with local colleges.

Strategic Objective 3 - Use of Information Technology

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

Customers continue to favour social media and website interaction. For the first time, targets were set to encourage Parkwood Community Leisure to engage with customers using these methods.

	2017/18 Target	2017/18 Delivered	2016/17	Trend
Website views	498,400	661,627	686,789	-25,162
Facebook Likes	2,075	5,298	4,323	975
Electronic bookings	91,300	173,866	133,277	40,589

- Although visits to the website have reduced one of the main reasons is the increase in social media, and the use of Facebook. Likes have continued to grow across the 4 centres and the number of outbound posts and information available to customers has reduced the number of customers having to visit leisurecentre.com.
- This year Parkwood Leisure introduced a Fitness App after a successful trial at Rushcliffe Arena. The app, available for both Apple and android smart phones enables customers to book activities, record workouts, take part in challenges, refer a friend and earn reward points which can be used in the centres. The App links with users other fitness apps such as Fitbit and runkeeper as well as the Preva software in the fitness suites.
- Introduction of Virtual Spin at Rushcliffe Arena to improve availability of classes and keep up with industry trends.

- Further developments with Coursepro to improve the swimming lesson program, as parents can log into a portal to monitor progress as well as Water Safety outcomes.
- Online booking methods continue to be promoted via social media channels.
- Introduction of Parkwood Radio to help communicate with users of the centre.

Strategic Objectives 4 - Partnership Working

Success Criteria – targeted engagement with users to inform programmes, engagement with governing bodies’ and ongoing work with the councils sports development team

Engagement

The Sport England Active People Survey which has been used in previous reporting years to show participation rate in activity has been replaced with the Sport England Active Lives Survey. Rushcliffe continues to show high levels of participation in physical activity with a higher proportion of active people (68.8%) than East Midlands (62.2%) and Nottinghamshire (60.7%), and a lower level of inactive people (20.3% compared to 25.4% and 27.2% respectively).

	Active Lives Survey Data Published March 2018			Active People Survey Data Participation Rate – at least 30 mins at moderate intensity at least once a week	
	Inactive	Fairly Active	Active	Oct 2015 – Sept 2016	Oct 2014 - Oct 2015
East Midlands	25.4%	12.6%	62.2%	34.7%	34.5%
Nottinghamshire	27.2%	11.1%	60.7%	37.2%	36.0%
Rushcliffe	20.3%	10.9%	68.8%	48.5%	44.8%

Inactive: <30 minutes of physical activity /week

Fairly Active: 30-149 minutes of physical activity /week

Active: At least 150 minutes of physical activity /week

Parkwood Community Leisure continues to engage with users through ongoing customer comment, social media, club forums and meet the managers forums across all the centres in order to keep the programme, classes and facilities current. 320 customers have engaged through these forums during the contract year. They continue to be a useful communication tool.

Partnership working

Parkwood have been particularly active this year with the FANS scheme – Free Access to National Sportspeople. This is a national scheme that provides sports people who compete at a national level or equivalent with free access to the fitness, swimming and aerobics for 12 months. Parkwood Community Leisure is currently supporting 57 FANS athletes.

Parkwood Community Leisure continues to participate in and promote the GP referral scheme with 176 referrals made in the contract year. Closer working with Live Well in Rushcliffe has helped to support the scheme.

Other partnership activity across the year has included;

- Partnership working with Lifetime Training to deliver apprentices across the contract.
- Continued work with Swim England on developing water safety outcomes within lesson framework.
- Continue to work with Working with Institute of Swimming as a training site for training courses with lifeguarding courses regularly offered across all four sites and the Arena being a regular venue for the Pool Plant Operators qualification. 36 learners completed Pool Plant qualifications and 28 learners completed Level 1/2 Teaching Qualifications.
- Cotgrave Leisure centre and Rushcliffe Arena hosted an Oceans of fun day October 2017, in partnership with Zoggs Fun Swim Company which saw three olympic champions sharing their skills , water polo, synchronised swimming, fast swimming, rookie lifeguard and CPR. 180 children attended.
- Partnership working with Thera Trust at Cotgrave Leisure Centre to develop activities for people with learning difficulties.
- Spinathon in March 2018 which raised over £5,000 for Macmillan Cancer Support
- Regular NHS Blood donor sessions held at the Arena, Cotgrave and Bingham Leisure Centres
- Working with Notts County FC Football in the Community to deliver the Right Mind Initiative
- Bike security events with Police and RBC April and Aug
- National Swimathon campaign in April – 60 participants swimming 1.5km, 2.5km or 5km raised money for Cancer Research and Marie Curie.
- Introduction of Parkwood Radio which has been used to promote not only leisure centre activities but Lark in the Park, Sunday Funday and Tour of Britain to support Rushcliffe Borough Council activities
- Working more closely with Glendale Golf to promote each other's activities.
- Worked in partnership with Trent Bridge Cricket to deliver Walking Cricket sessions.
- Worked in partnership with Triathlon England to deliver Aquathlon events at Bingham and Go Tri sessions at Rushcliffe Arena.
- Introduced GoRow sessions a new fitness initiative supported by British Rowing.
- Attend various meetings - Active Rushcliffe Health Partnership, Rushcliffe Disability Forum, Rushcliffe Safeguarding Steering Group and Rushcliffe Community Safety Group.
- Working in partnership with Trent Bridge Community Trust supporting the delivery on the Young project.
- Partnership working with local colleges to offer work placements
- Supporting the Council's ambitions on reducing single use plastic through positive changes and supply chain work in Café Vita
- All four centres signed up to the Re-fill Rushcliffe Scheme.

Strategic Objective 5 - Marketing

Success Criteria – Create an innovative approach to engaging all parts of the community in sport and active recreation. Target attrition rate of 5% or less.

Memberships have increased from 4840 reported in July 2017 to 5679 in July 2018. The average attrition rate for the contract year was 4.22%

Marketing campaigns operated throughout the past 12 months include:

- Rushcliffe Arena held its 1 Year Anniversary Open Day.
- Festival of fitness August 2017; free passes, selfie boards, banners and t-shirts
- Water safe campaign summer 2017 and 2018
- Senior Swim membership; unlimited swimming for just £15/month, inc bring grandchildren to swim free
- Various Zoggs promotions and giveaways throughout the year. Super Hero range received well by customers.
- Back to fitness – tie in with back to school – 25% membership discount
- Invictus games challenge September 2017
- Various Join now one/two month free offers throughout the year adapted to different seasons; Autumn – e.g don't squirrel away; Halloween – feel the burn; Bonfire season – rocket your way to fitness;
- Refer a friend campaigns throughout the year
- Groupon offer, October 2017 – 10swim/gym passes for £10
- Aquazone gift of swimming, Dec 2017
- Annual membership offer 14 months for the price of 12
- Christmas Panto. Goldilocks and the Three Bears
- Take the plunge senior swim
- App launch in May 2018
- Introduction of Parkwood Radio
- Annual attendance at Lark in the Park and Sunday Funday
- Member of the Month and Swimmer of the Month marketed
- Various Good News Stories circulated in the local press
- Support in the run up to the Tour of Britain cycling event.
- Gymflex corporate membership offering discounts through employee benefits of companies registered.

Strategic Objectives 6 - Customer Satisfaction

Success Criteria – Customer satisfaction levels achieve 85%

Parkwood Community Leisure monitor customer satisfaction monthly through analysis of customer comments cards at each centre. Across the contract in this reporting period satisfaction has averaged 93% which is above target and an improvement on 16/17 satisfaction with was recorded at 90%

Strategic Objective 7 Improve Financial Viability

Success Criteria – reduce revenue costs and improve value for money to Council Tax payers. Continual review and exploration in partnership to generate savings.

As reported in the last annual report in November 2017, the closure of Rushcliffe Leisure Centre and the opening of the new Rushcliffe Arena presented an opportunity to renegotiate the management fee paid to Parkwood Community Leisure. In doing so the Council were able to generate a £2.4m saving over the lifetime of the 18 year contract. Those savings are now being realised through the monthly contract management fee payment. This is demonstrated in the table below which details the management fee paid to Parkwood Leisure over the past five years of the contract.

Contract Management Fees paid to Parkwood Leisure Ltd	2013/14 (£)	2014/15 (£)	2015/16 (£)	2016/17 (£)	2017/18 (£)
Total	383,037	305,909	237,601	211,720	63,310

The operational budgets of Parkwood Community Leisure are monitored by the contracts team on a quarterly basis. Due to commercial sensitivity of this data details are not presented in this report.

In May 2018, cabinet approved a proposal to allow Parkwood Leisure Ltd to cease their sub contract arrangement with Parkwood Community Leisure and commence a sub contract with Lex Leisure instead. In accepting this variation to the contract arrangements, the council are due to receive additional income of £78,000 in contract year 18/19 and £120,000 thereafter until contract end. This represents a total income of £798,000 (index linked) to the council over the next 7 years to contribute to the Council's Transformation Plan and Medium Term Financial Strategy. These benefits will be visible in next year's reporting.

Strategic Objective 8 - Leisure centres are safe and clean for customers.

Success Criteria – 80% compliance with council inspections. <5 reportable (RIDDOR) accidents per year, less than 0.5% accident to user ratio.

Officers carry out monthly unannounced inspections across the four centres. The centres are rated in six categories with a 0-5 rating.

Categories	Rating system
1. First impressions	0. Totally unacceptable
2. Cleanliness and housekeeping	1. Unacceptable
3. Repair and maintenance	2. Significantly below expected standard
4. Staff	3. Below expected standard
5. Environment	4. As expected
6. Safe systems and safeguarding - Quarterly	5. Excellent, Faultless

In this reporting year a total of 51 inspections have been carried out with an average compliance score across the contract of **90%**

The rate of accidents to users across the contract remains very low at 0.03% (this is static with 2016/17 which also reported at 0.03%). Only one accident in this reporting year was reportable to the health and safety executive. This was a slip in the pre swim shower area at Rushcliffe Arena resulting in a back injury. The showers have been taken out of use whilst remedial measures are implemented.

	Users	Total Accidents 17/18	%/user
Arena	569,638	104	0.02
Bingham	309,728	82	0.03
Cotgrave	225,561	110	0.05
Keyworth	115,656	26	0.02
TOTAL	1,220, 583	322	0.03



Performance Management Board

Tuesday, 27 November 2018

Environmental Health Enforcement Update

Report of the Executive Manager – Neighbourhoods

1. Purpose of report

- 1.1 This report provides information on the delivery of the Council's Environmental Health service and in particular its approach to enforcement work to secure compliance.
- 1.2 The report enables the Board to be informed of the nature and extent of enforcement work undertaken within environmental health services and to comment on this information.

2. Recommendation

It is RECOMMENDED that

- a) The Board consider, make comment on and endorse the work and performance of the Environmental Health service 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 Environmental Health Enforcement activity and identify any areas for further improvement.

4. Supporting Information

- 4.1 Environmental Health is a statutory regulator and enforces a wide range of legislation that ensures the health, safety and well-being of our communities and encompasses the following services.



- 4.2 The service undertakes statutory enforcement activities and provides a range of regulatory and advisory services to the council, local businesses, members of the public, residents and visitors to the Borough.
- 4.3 The work of the service comprises both programmed or planned activities and reactive work in response to service requests or complaints. The activities are diverse and wide ranging and frequently risk based therefore some activities are undertaken only on a reactive or infrequent basis often in accordance with statutory requirements and/or within national guidelines. This report details the principal activities and associated enforcement activities that are undertaken.
- 4.4 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.
- 4.5 Environmental Health promotes efficient and effective approaches to regulatory inspection and enforcement that improve regulatory outcomes and secure compliance without imposing unnecessary burdens. This is in accordance with the Regulator's Compliance Code.
- 4.6 The primary purpose of enforcement is to generate action which will protect the public. This includes protecting health and safety, the environment, business and legitimate economic interests. The enforcement 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 Environmental Health enforcement function. It should also be noted that Licensing enforcement has not been considered in the scope of this report.

4.7 The service recognises the importance of achieving and maintaining consistency in its approach to enforcement. Statutory Codes of Practice and guidance issued by Government Departments, other relevant enforcement agencies or professional bodies will therefore be considered and followed where appropriate.

4.8 Sanctions and penalties will be consistent, balanced, fairly implemented and relate to common standards that ensure individual, public safety or the environment is adequately protected. The aim of sanctions and penalties are to:

- Change the behaviour of the offender;
- Eliminate any financial gain or benefit from non-compliance;
- Be responsive and consider what is appropriate for the particular offender and regulatory issue, which can include punishment and the public stigma that should be associated with a criminal conviction;
- Proportionate to the nature of the offence and the harm caused; and
- Aim to deter future non-compliance.

4.9 The criteria to be taken into account when considering the most appropriate enforcement option include:

- The seriousness of the offence or contravention;
- The history
- The likelihood of compliance
- The consequence of non-compliance
- The likely effectiveness of the enforcement options

4.10 Having considered all the relevant options the choices for action for most environmental health legislation include the following:

Action Type	Circumstances
Informal Warnings	Usually written letters which will often prompt action by the recipient to secure compliance
Statutory Notices (including Fixed Penalty Notices and Community Protection Notices)	Used in appropriate cases and may be used in conjunction with other action, such as prosecution, as appropriate.
Cessation Notices	There may be circumstances where due to the significant risk of harm to the public, individuals or the environment that employment of a specific operation, premises or piece of equipment is either permanently or temporarily prohibited.

Simple Caution	Used as an alternative to prosecution where it is considered unnecessary to involve the courts, and the offender's response to the problem makes repeat offending unlikely, or the offender's age or health make it appropriate. Cautions may only be issued where the offender makes a clear and reliable admission of guilt and understands the significance of acceptance.
Prosecution	A prosecution is appropriate where there is a breach of a legal requirement and prosecution is considered to be in the public interest

Regulatory Themes

4.11 Environmental Protection

4.12 This function includes the issuing, monitoring and regulating of environmental permitted processes e.g. petrol stations, dry cleaners etc. Assessment and monitoring of local air quality and investigating atmospheric pollution complaints. The monitoring and investigation of noise and other nuisance complaints in respect of industrial / commercial premises. The service is also consultee to borough council and county council planning departments as well as licensing applications and the investigation and remediation of contaminated land.

4.13 The team also delivers the councils Dog Warden / Pest Control functions and is responsible for seizing stray dogs, enforcing dog fouling laws and other dog control orders, promoting responsible dog ownership – including microchipping, investigating dangerous dog related complaints and inspecting animal related businesses under the new animal welfare licensing requirements. They also provide pest control services / treatments to residential premises across the Borough and treat sewers to manage rodent populations.

Activity	2016-17	2017-18	2018-19 (6-mths)
Risk based inspections of permitted process	5	25	2
Notices to permitted processes	0	0	0
Complaints about noise (industrial/commercial)	158	145	87
Complaint about dust (industrial/commercial)	10	12	11
Complaints about smoke (industrial/commercial)	85	72	34
Nos of Abatement Notices served	2	2	1
Prosecutions	0	0	0
Stray Dogs Seized	143	162	64
Dog Fouling FPNs	1	0	0

Total Number of Requests for Service	2886	2786	1864
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4.14 The caseloads within environmental protection are reasonably stable but frequently involve quite complex investigation. Most cases are resolved via informal means i.e. advice and subsequent behaviour change by the perpetrator rather than formal action.

4.15 **Community Safety**

4.16 The community safety team undertakes the following activities – investigation of domestic nuisance complaints in respect of noise, dust, smoke, accumulations etc. The investigation of anti-social behaviour and environmental crimes such as fly tipping, fly posting and litter. The service also works closely with the Police and the South Notts Community Safety Partnership to help prevent crime through targeted campaigns e.g. bike marking and other proactive work such as ShopWatch .

Activity	2016-17	2017-18	2018-19 (6-mths)
Enviro crime Notifications	1133	559	242
Enviro crime FPNs	90	22	47
Enviro crime Prosecutions	2	0	3
ASB complaints	143	144	83
Complaints about noise (domestic)	168	167	119
Seizure of equipment	0	0	1
Community Protection Warnings (CPWs)	8	36	21
Community Protection Notices (CPNs)	1	5	5
Prosecutions	0	0	1

4.17 Enviro-crime includes fly-tipping, littering, dog fouling, graffiti and flyposting plus dog fouling as covered in paragraph 4.10. The majority of fixed penalty notices (FPNs) issued were for fly posting, “sale boards” being the most prevalent where particular developers put up multitudes of for sale boards or site sales signs along the highway network. In addition this year we issued 20 FPNs in respect of flyposting during the Tour of Britain.

4.18 The Anti-Social Behaviour, Crime and Policing Act 2014 introduced a range of new powers to address anti-social behaviour. These powers are intended to put victims first by providing quicker and more flexible tools for both the police and local authorities to respond to problems within their communities.

4.19 Community Protection Notices (CPNs) were introduced to address persistent, unreasonable behaviour detrimental to the quality of life of those in the area. A Notice is preceded by a Community Protection Warning (CPW) that advises the recipient that the police or local authority require the person to cease certain behaviours.

4.20 The service has found the use of CPWs and CPNs to be particularly useful in tackling local issues of anti-social behaviour, waste and nuisance including noise and odour hence the numbers being issued have increased.

4.21 Food Safety / Health and Safety:

- 4.22 This function includes the inspection of food premises, sampling of foodstuffs, investigation of complaints relating to food and food premises. The registration/licensing of food premises and maintenance of the national food hygiene rating scheme. Other activities include the investigation of infectious disease cases / outbreaks and inspection of tattooing, acupuncture, ear piercing and electrolysis establishments and the sampling of swimming baths. The service also delivers the enforcement role for local authority allocated premises for health and safety e.g. shops, restaurants etc. In addition to a risk based inspection programme it includes the investigation of serious accidents and complaints and the provision of advice and support along with the enforcement of smoke free legislation.
- 4.23 The service fulfils the Councils statutory role as a 'Food Authority' for the enforcement of food law. This work is carried out in partnership with the Governments Food Standard Agency (FSA). The team also fulfils the Council's role as a Health & Safety Enforcement Authority. This work is carried out in partnership with the Health & Safety Executive (HSE).
- 4.24 In terms of both food safety and health and safety at work the Council annually publishes a specific plan for its enforcement activity. This is developed in line with the relevant codes of practice and guidance for Food and Health and safety.

Activity (Food Safety)	2016-17	2017-18	2018-19 (6-mths)
Nos of registered food businesses	900	818	*
% premises broadly compliant	79%	95%	*
Inspections of food premises	459	462	*
Supplementary Visits	99	70	*
Total number of Service Requests/advice	174	93	56
Samples [food]	148	207	119
Samples [swimming pools]	3	5	0
Written warnings	245	140 ⁽¹⁾	*
Improvement notices	12	1	*
Prohibition / closure	0	1	1
Voluntary closure	0	0	1
Prosecution	0	0	0

* Information not yet available

⁽¹⁾ The reduction in written warnings reflects a change in their definition by the FSA

- 4.25 The table above demonstrates that the majority of food businesses within the Borough operate in compliance with food safety requirements. On average over 90% achieve a food hygiene rating of 4 or 5. However this year (2018) the service has had to serve Hygiene Emergency Prohibition Notices on two businesses due to evidence of pest activity. These notices were confirmed by

the magistrate's court and therefore had to remain closed until the businesses had made satisfactory improvements. In another case the service secured a voluntary closure of a food business again due to pest activity. Following extensive investigations including interviews under caution the food business operator admitted fault and owing to the seriousness of the offences and the history of non-compliance the premises is being recommended for a prosecution.

Activity (Health and Safety)	2016-17	2017-18	2018-19 (6-mths)
Proactive inspections	3	0	0
Complaint investigations	55	52	38
RIDDOR accident notifications	63	50	32
Improvement notices	0	4	3
Prohibition notices	0	2	0

4.26 The service undertook a number of inspections of premises with Tandoori ovens last year which was identified as a priority by the HSE. In addition and in accordance with other local authorities the service targets its very limited resources in specific areas of work for example investigating accidents. In this way it is considered that we can have the greatest impact in improving standards. As an example in 2016 we had a number of incidents with hot oil accidents from fat fryers. We were then able to use this information to educate other businesses of this risk.

4.27 This year the service has taken on primary authority for Health and Safety with Boots plc with the key principle being to reduce the burden on businesses whilst driving up compliance and ensuring full cost recovery for the Council.

4.28 We have served several formal notices (post April 2018) and do have an ongoing investigation that may lead to formal action in respect to a major accident at a sporting ground this year.

4.29 **Private Sector Housing**

4.30 The function includes the investigation of private housing complaints e.g. disrepair, overcrowding etc and the inspection of houses in multiple occupation (HMOs). The service also delivers mandatory Disabled Facilities Grant applications and undertakes the inspection of caravan and park homes sites. Other services include the investigation of unauthorised encampments and monitoring of private water supplies.

Activity (Private Sector Housing)	2016-17	2017-18	2018-19 (6-mths)
Nos of complaints	128	153	59
Nos of HMO inspections	90	37	78
Nos of caravan park inspections	7	7	7
Unauthorised Encampments evictions	21	15	8

5 Alternative options considered and reasons for rejection

- 5.1 This report has been provided for information and to seek comments from the Board therefore no alternative options have been identified.

6 Risks and Uncertainties

- 6.1 Failure to deliver effective enforcement of Environmental Health services presents a risk to the Council of non delivery of its statutory functions and risks to public health and safety as well as environmental harm. Improper use of powers can damage Council reputation and carry considerable legal risks.

7 Implications

7.1 Financial Implications

- 7.1.1 In certain cases financial contributions towards cost recovery can be achieved when undertaking enforcement action such as in the case of prosecutions, FPN's etc. However 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, 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.

7.2 Legal Implications

- 7.2.1 As highlighted in paragraph 6.1

7.3 Equalities Implications

- 7.3.1 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 fairly with dignity and respect, irrespective of their nationality, political views, race, gender, disability, age, religion, or sexual orientation.

7.4 Section 17 of the Crime and Disorder Act 1998 Implications

- 7.4.1 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

7.5 Other implications

- 7.5.1 There are no other implications.

8 Link to Corporate Priorities

- Delivering economic growth to ensure a sustainable, prosperous and thriving local economy
- Maintaining and enhancing our residents' quality of life

9 Recommendations

It is RECOMMENDED that

- a) The Board consider, make comment on and endorse the work and performance of the Environmental Health team as outlined in this report and the accompanying presentation.

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.

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Performance Management Board

Tuesday, 27 November 2018

Diversity Annual Report

1. Purpose of report

1.1. This is an annual report that sets out the Council's performance against the objectives set out in the Council's Single Equality Scheme during 2017/18.

These objectives are to:-

- a) Monitor the demographic make-up of our residents and our workforce
- b) Consult customers and staff where appropriate
- c) Carry out equality impact assessments.

1.2. The information in the report compares the demographic information for the borough, using the last census information, with that of the workforce. (This does not include Streetwise Environmental Ltd.)

2. Recommendation

It is RECOMMENDED that members comment on the report.

Reasons for recommendation

2.1. The Public Sector Equality Duty requires public sector bodies to collect and use equality data and have due regard to the aims of the general equality duty to understand how their policies and practices have an effect on people with protected characteristics. The collection and monitoring of this information is an important way of the Council increasing understanding of this impact.

2.2. The Council regularly updates this information and it is held centrally on the HR Information system. This year a privacy statement was issued to all staff regarding information held by the organisation under the General Data Protection Regulations and Data Protection Act (2018).

3. Supporting information – ethnicity

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

3.2. Our workforce information shows that we do not currently reflect the demographic of the Borough, however the Council continues to strive through its equality training and policies to encourage applications from under-represented groups (Appendix B.1).

3.3. Specific service areas such as Strategic Housing are required to monitor the take-up of services to ensure that it reflects the demographic make-up of the residents and the satisfaction of the customer. Equalities monitoring of homelessness applications for Central Government also takes place and this reports that, although there are low numbers of people from other backgrounds, Rushcliffe reflects the national picture in terms of ethnic minorities being over represented in terms of presenting as homeless.

4. Age profile

4.1. The age profile of the Borough shows a peak between the ages of 40-50, there are fewer young people in the 25-29 age bracket which may reflect suitable work opportunities following university. The age profile for the Borough shows that we have an older profile than the national norm (Appendix A.2).

4.2. The age profile of the organisation shows that there continues to be a peak at 45-54. The authority has been working towards ensuring the profile of the employees reflects the need to ensure effective succession planning by improving the age diversity of the workforce. The number of under 25's has increased by 3. The number of employees aged over 64 has decreased from 7 to 4 from last year (Appendix B. 2.)

5. Disability

5.1. The older profile of population of the Borough is not demonstrated in the numbers declaring a long term illness or disability which might be expected. The information shows that as a Borough we are below the numbers declared for Nottinghamshire and nationally (Appendix A.3.)

5.2. The number of employees who declare they have a disability has remained the same as the previous year. As an authority we continue to support employees who are either disabled when they join the authority or become disabled during their time with us. This is through our policies and occupational and welfare services (Appendix B.3.)

5.3. The Council is a Disability Confident Employer and, as it met the required criteria, was reaccredited in 2017.

5.4. The Council has partnered with Leonard Cheshire Homes – Change 100 scheme, where we have agreed a 100 day internship to a disabled graduate in order to assist with their employability skills. The first intern being successful in obtaining a role in marketing and media in Nottingham.

6. Gender

6.1. The gender profile for the Borough area shows there are slightly more females than males currently residing in the Borough (Appendix A.4).

6.2. The gender split at Rushcliffe shows fewer female employees than males which is, in some part, due to the Council's manual workforce .. The Council has worked to encourage female employees into this environment and this year we have employed our first female HGV driver. We will continue to promote fair recruitment practices and positive action to encourage a diverse

workforce. We continue to encourage women and men with young families or caring responsibilities by offering flexibility and family friendly policies (Appendix B.4.)

7. Gender pay gap reporting

7.1. From the 6 April 2018 all employers with 250 or more employees are required under legislation to publish their gender pay gap data.

7.2. The areas to report on are:

- The difference in the mean and median hourly pay rate between men and women
- The proportion of men and women receiving bonus payments and the difference in the mean and median bonus payments
- The breakdown by gender for each quartile of the pay table.

7.3. The information is published on the RBC website and is shown in Appendix B.5.

7.4. The Council continues to look at its pay and recruitment practices to ensure that we encourage both genders to be represented at all levels across the Organisation and receive equal pay for the roles they perform.

8. Consultation

As an Authority we continue to ensure that we consult with our residents and employees on policies and service delivery. This allows us to take into account the views of those who will be utilising the policies and they can give their perspective on how the policies may influence them.

9. Equality impact assessments table update

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

Policy/Strategy/Scheme	Reviewed/Updated	Year
Corporate Warning Register	New	2017
Adoption Policy	New	2017
Dependants' leave	New	2017
Paternity Leave	New	2017
Parental Leave	New	2017

10. Continuous Improvement

10.1. We continue to develop our employees ensuring they are aware of the latest thinking around issues of Equality and Diversity and have access to relevant courses. All new employees are required to complete E&D e-learning within the first two weeks of starting with the Council.

- 10.2. This year employees in various service areas have attended courses on a variety of issues to increase their awareness

Learning and Development
Ageing Well
Cultural Awareness including Faith and Belief
Dignity at work
Disability Awareness
Mental Health Awareness
Modern Slavery Awareness
Understanding Unconscious Bias

11. Implications

11.1 Legal implications

Council's compliance under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Equalities implications

- 11.2 This report contains information regarding the Councils monitoring of Equality objectives under the Public Sector Duty, as well as complying with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

11.3 Section 17 of the Crime and Disorder Act 1998 implications

Section 17 requires local authorities to consider the community safety implications of all their activities. The Council's Equality scheme shows a commitment to monitor the demographic information of the Borough, encouraging knowledge of the people we serve of Councillors and employees and encouraging cohesiveness.

12. Link to Corporate Priorities

This report links to the following themes in the Corporate Strategy:

- Delivering economic growth to ensure a sustainable, prosperous and thriving local economy – by encouraging diversity within the borough making it a great place to live and work.
- Maintaining and enhancing our residents' quality of life – by being aware of the issues affecting our residents throughout their lives.
- Transforming the Council to enable the delivery of efficient high quality services – by educating our employees in E&D issues we treat our residents with dignity and respect, providing excellent customer services to all.

13. Recommendations

It is RECOMMENDED that members consider and endorse the report.

For more information contact:	Kath Marriott Executive Manager - Transformation and Operations 0115 9148291 kmarriott@rushcliffe.gov.uk
Background papers available for Inspection:	<i>Rushcliffe Borough Council Equality Scheme 2016 -2020</i>
List of appendices:	Appendix A – Demographic Information Appendix B – RBC Workforce Equality Information

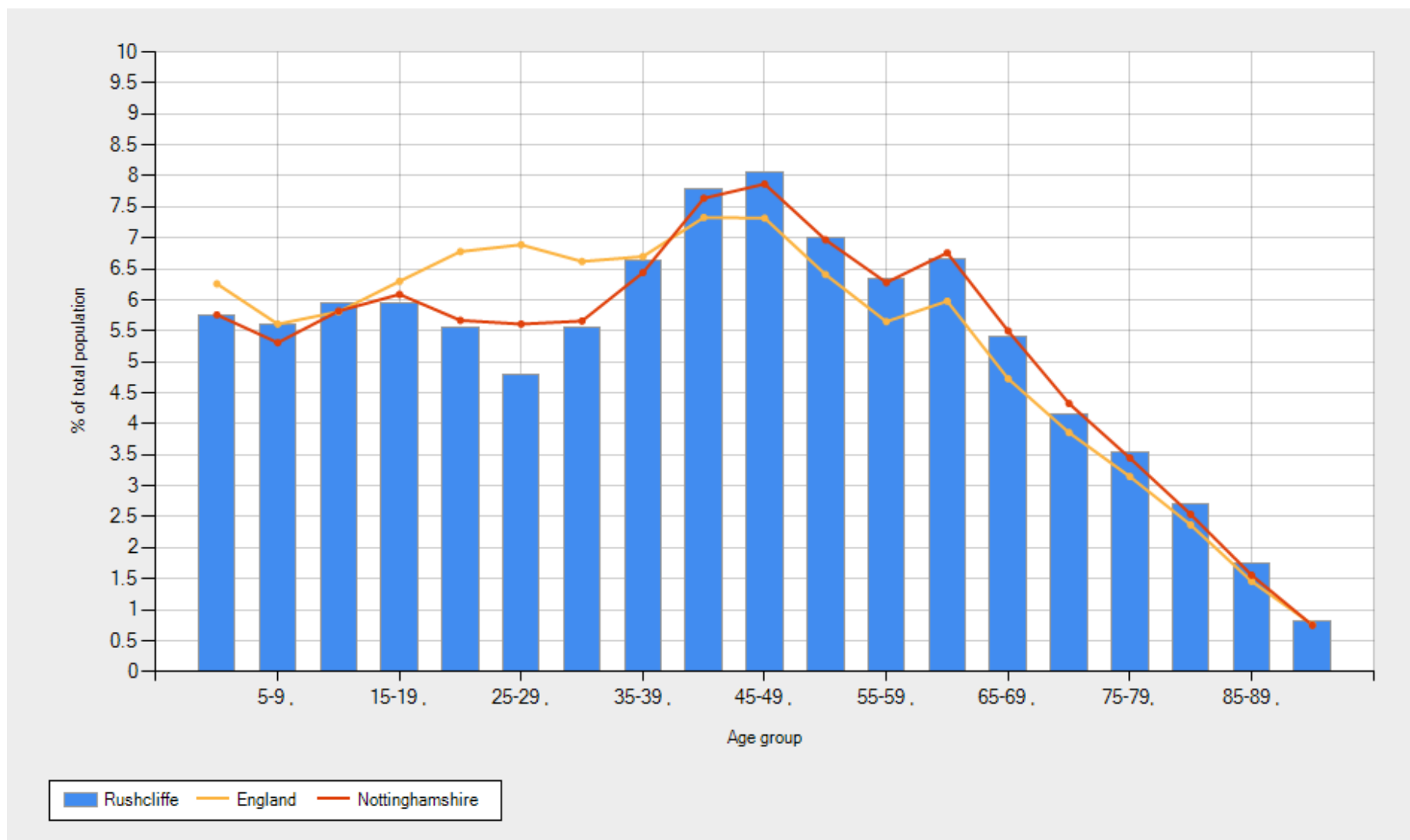
DEMOGRAPHIC INFORMATION RUSHCLIFFE BOROUGH

1. Ethnicity

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

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

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3. Disability

Long-term activity-limiting illness or disability

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

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

4. Gender

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

Appendix B

RUSHCLIFFE BOROUGH COUNCIL WORKFORCE EQUALITY INFORMATION PERMANENT ESTABLISHMENT

MARCH 2018

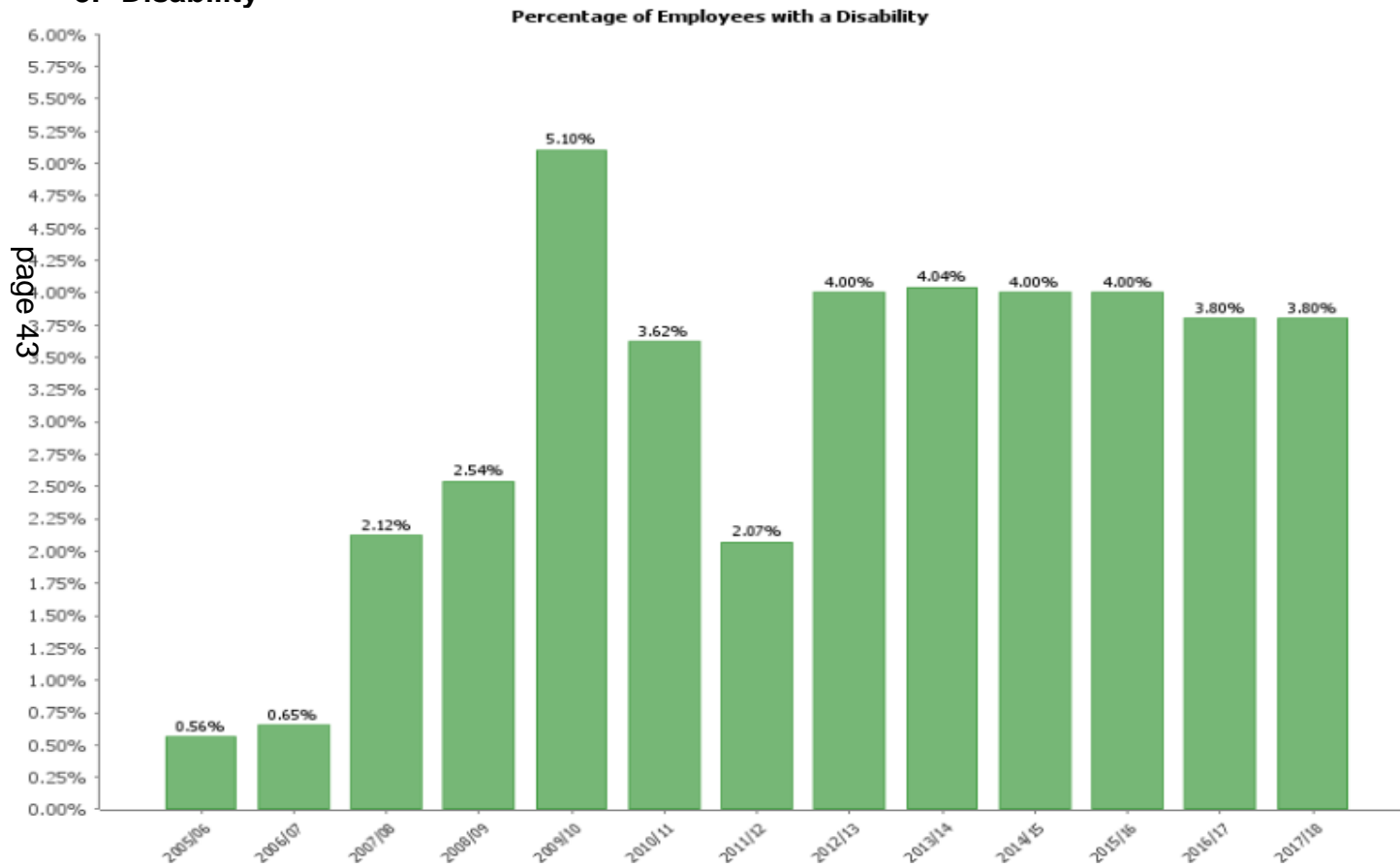
1. Ethnicity

Service Area	Total Headcount	Asian	Black	Chinese	White British	Other White	Mixed	Other Ethnic Group	Undeclared Ethnic Group
Executive Management CIO/MO	7	0	0	0	7	0	0	0	0
Communities	53	0	1	0	48	1	1	0	6
Finance and Commercial	48	1	0	1	45	0	0	0	0
Neighbourhoods	86	0	1	0	80	1	1	0	0
Transformation	60	1	0	0	58	0	0	0	0
YouNG	7	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Total	261	2	2	1	238	2	2	0	6

2. Age

Age under 18 (YouNG)	Age 18-24	Age 25-34	Age 35-44	Age 45-54	Age 55-64	Age Over 64
7	17	41	64	76	52	4

3. Disability



4. Gender

Contract type	Male	Female	totals
Full time	137	72	209
Part time	11	34	45
YouNG	3	4	7
Totals	148	106	261

5. Gender Pay Gap Reporting

Mean Average

	£ per hour 2018
Female	13.12
Male	14.71
Difference	1.59
Mean Gender Pay gap in hourly rate	10.8%

Median Average

	£ per hour 2018
Female	11.12
Male	11.11
Difference	-0.01
Median gender pay gap in hourly rate	-0.10%

Bonus

	2018
Mean Bonus pay gap	-96.4%
Median Bonus pay gap	-279.3%

Proportion of males/ females receiving Bonus

	2018
Female	3.8%
Male	3.3%

Proportion of males/ females in each pay quartile

	2018	
	Female	Male
1st (highest pay)	37.5%	62.5%
2nd	45.3%	54.7%
3rd	25.0%	75.0%
4th (lowest pay)	56.9%	43.1%



Performance Management Board

Tuesday, 27 November 2018

Performance Monitoring Quarter 2 2018/19

Report of the Executive Manager – Transformation and Operations

1. Purpose of report

- 1.1. This report provides an update on the progress of the Corporate Strategy 2016-20, including the performance indicators within the Corporate Scorecard.
- 1.2. The contents of this report have not been considered by any other committee.

2. Recommendation

It is RECOMMENDED that

- a) Performance Management Board consider the progress of the Corporate Strategy
- b) Performance Management Board consider the progress of the identified exceptions.

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

- 4.1. The corporate scorecard, Appendix 2, includes detailed progress reports for each Corporate Task, and the corporate basket of performance indicators as selected by the group at its meeting on 29 September 2016.
- 4.2. 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.

4.3. Performance highlights – there are two selected for this report:

- **LINS24 Number of affordable homes delivered** – the number of homes completed during quarter 2 has increased significantly, the total of 121 has already achieved the target for the year.
- **LITR13 Level of income generated through letting property owned by the Council but not occupied by the Council** – occupation remains high and income has therefore been maximised by reduction in void periods.

4.3 Performance exceptions in quarter 2 – there is one new exception:

- **LIFCS43 Percentage of Community Support Grant allocation spent to date** – the percentage spend is lower than usual for quarter 2 at 16.51%. The scheme has been promoted to Councillors and they have also been advised of the early closing date for applications on 28 February 2019.

4.4 Progress of performance exceptions reported in quarter 1:

- **LICO41 Percentage of householder planning applications processed within target times** – performance has dropped lower than quarter 1 to 76% 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** – performance has improved to 11% from 12.5% in quarter 1. Two appeals have been allowed against 18 major applications in the first 6 months.
- **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 535 made in the first 6 months. A number of fly tippers have been caught and a vehicle has been seized. A successful prosecution was achieved and followed by some high profile publicity to act as a deterrent.
- **LINS32 Average waiting time of applicants rehoused by Choice Based Lettings** – this indicator has improved since quarter 1 from 38 to 37 weeks but is still over the target of 35 weeks. As explained on previous occasions this is subject to factors that determine property types available and length of time on the waiting list of successful applicants.
- **LINS39 Vehicle crimes per 1,000 population** – the current value of 2.77 relates to 312 reported offences, an additional 139 offences for quarter 2, lower than 173 in quarter 1. Campaigns continue to be directed at crime hotspots at some supermarket and hotel car parks in West Bridgford to alert vehicle owners.

4.4 Progress of 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 complete and partners will move in early in November 2018. Growth Boards are continuing to work on the action plans that will support economic growth, and each area has been making good progress. Local Plan Part 2 was submitted to the Planning Inspectorate for examination on Friday 10 August 2018, a timetable has been drawn up and adoption is now expected in April 2019 if the plan is found to be sound.

5 Risks 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

6.3 Financial implications

There are no financial issues arising from this report.

6.4 Legal implications

There are no legal issues arising from this report.

6.5 Equalities implications

There are none for this report.

6.6 Section 17 of the Crime and Disorder Act 1998 implications

There are none for this report.

7 Link to corporate priorities

This report links to all of the Corporate Strategy key themes of:

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

- Maintaining and enhancing our residents' quality of life
- Transforming the Council to enable the delivery of efficient high quality services.

8 Recommendations


It is RECOMMENDED that

- a) Performance management Board consider the progress of the Corporate Strategy
- b) Performance management Board consider the progress of the exceptions identified throughout the year.


For more information contact:	Kath Marriott Executive Manager – Transformation and Operations 0115 9148291 kmarriott@rushcliffe.gov.uk
Background papers available for Inspection:	None.
List of appendices:	Appendix 1 – Performance Monitoring Quarter 2


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	Work is taking place with retailers on Melton Road following a request for improvements, including: <ul style="list-style-type: none"> • Extending the shop front improvement grant to include Melton Road • Options for installing planters and some other street furniture • Replacing the existing bins • Installing Christmas lights • Creating a Christmas retail trail to increase footfall. <p>This update was provided to the West Bridgford Growth Board who also received an update about the Tudor Square masterplan. The design is now agreed and the Board are working to get costs for these improvements.</p> <p>The East Leake Growth Board received an update from Severn Trent Water about the capacity assessment. An issue has been identified and a report outlines ways to prioritise the work. A meeting has also been held with Notts County Council Highways about possible improvements at the T-junction and East Leake Parish Council are coming up with some ideas for NCC to review and provide cost of the works.</p> <p>The Bingham Masterplan has now been publicised and the Board are inviting new members to join including a representative from the Community Plan Group and NCC Highways.</p> <p>The Radcliffe on Trent Growth Board is waiting for costings from East Midlands Trains for improved signage at the train station. The Board is having a leisure hub visioning workshop at their meeting on 29 November 2018.</p>
Completed Date			

Performance Measures & Indicators	Risks
Publish report of the West Bridgford Commissioner by December 2016 – COMPLETE	CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
Complete assessment of need for future Growth Boards in the Borough by March 2017– COMPLETE	
Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018 – ONGOING	
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	The Strategic Growth Board meeting on 15 October 2018 received a presentation from East Midlands Airport outlining their growth plans, Nottinghamshire County Council updated the group on their Place Departmental strategy, an update about progress on the strategic sites and an update from the Big Business event. The consultation for the D2N2 Strategic Economic Plan commenced on 24 October 2018 and a response from Rushcliffe Borough Council will be prepared.
Completed Date			
Performance Measures & Indicators		Risks	
LIFCS60 Value to date of savings generated as a result of partnership activities		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2			


Current Task Status	ST1620_03	Lead officer	Success measurement
	Activate the Asset Investment Strategy to maximise the Council's asset portfolio as the conditions prescribed in the Strategy arise	Peter Linfield	Income from the Council's investments is maximised to protect and secure the future provision of services to the community
Target date	31-Mar-2020	Progress	The progress on the Asset Investment Strategy has slowed due to current market conditions. Acquisitions to date include:
Completed			

Date		<ul style="list-style-type: none"> • Coop, Trent Boulevard • Bardon 22' • Finch Close <p>The activity resulting from the strategy is reported to the Asset Investment Group and thereafter the Corporate Governance Group.</p>
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
	<p>Work with partners to progress infrastructure projects, including:</p> <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		<p>The phase 1 works to the junctions on the A52 around Radcliffe on Trent are 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</p>
Completed Date		Progress	


		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.
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 Status	ST1620_05	Lead officer	Success measurement
	Regenerate Cotgrave	Kath Marriott	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
Target date	31-Mar-2020	Progress	The retail units and business centre were completed at the end of May 2018 and six have been let to date.
Completed Date			The multi service centre achieved practical completion on 15 October 2018. The partners will relocate early in November and a launch / press event is being planned for 9 November 2018.
			The tenders for the public realm work were issued in October 2018 and work is due to start in January 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.
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	A big business event was held on 25 September 2018 which was attended by approximately 20 businesses and the feedback following the event has been very positive. The event included presentations including an overview of the Government Industrial Strategy and round table discussions about what this means for businesses in Rushcliffe. The intention is to host annual events and provide updates to the big businesses twice a year.
Completed Date			<p>The Digital Growth Programme showcase event took place on 28 September 2018 and was attended by approximately 70 businesses. There were a series of presentations covering: what's new in social, what's new in search and data segmentation. There was opportunity for networking and the feedback from the event has been very positive. There may be another showcase event in June 2019.</p> <p>An Innovation Seminar is being planned for 12 November 2018 on behalf of all local authorities in Nottinghamshire. This will be held at Rushcliffe Arena and will focus on the themes of towns, transport and technology.</p> <p>The first meeting of the Fairham Board was held on 23 October 2018 attended by City and County Councils and CWC Group; the lead landowner and developer.</p> <p>A public procurement workshop is being held at Rushcliffe Arena in 21 November 2018 organised by the Growth Hub to help local businesses secure procurement opportunities with the public sector.</p> <p>The Rushcliffe Business newsletter will be published at the end of November 2018.</p>
Performance Measures & Indicators			Risks
Submit funding application for Sustainable Urban Development (SUD) funding to Nottingham City Council by July 2016.			
LITR35 Percentage of Growth Deal money drawn down and allocated			
LITR36 Percentage of new homes at the Land North of Bingham completed			

Maintaining and enhancing our residents' quality of life


Current Task Status	ST1620_07	Lead officer	Success measurement
	Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise	Dave Mitchell	Rushcliffe residents continue to benefit from superb leisure facilities across the Borough helping them to maintain healthy lifestyles with easy access to a range of leisure facilities
Target date	31-Mar-2020	Progress	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	As the final element of the YouNG goes Euro project, the YouNG team organised a multiplier event called Generation YouNG which took place at Rushcliffe Arena


Completed Date		on 6 July 2018. The event incorporated the two main elements of YouNG; Business and Education, with schools and business from across the district invited to a conference on employability skills and business networking. For many young people this represented their first opportunity to attend a business conference and to network and build connections with the business community across Rushcliffe. The event was attended by over 280 delegates with an approximate 50/50 split of businesses and schools in attendance.
Performance Measures & Indicators		Risks
Establish the format of YouNG as a Community Interest Company by December 2016		
LICO70a Number of young people engaged with positive futures programme		
LICO70b Number of work experience places organised		
LICO70c Number of apprenticeships organised within the Council		

Current Task Status	ST1620_09	Lead officer	Success measurement
	Deliver Part 2 of the Rushcliffe Local Plan	Dave Mitchell	Existing residents and potential residents wanting to relocate within or move to the Borough have adequate access to appropriate housing
Target date	31-Mar-2020	Progress	The Local Plan Part 2 was submitted to the Planning Inspectorate for examination on 10 August 2018, which means the examination process has commenced. The examination hearings are due to take place between 27 November and 13 December 2018. The indicative Local Plan timetable at this stage is: <ul style="list-style-type: none"> • Submission of plan (plus all representations and supporting evidence) for examination – August 2018 • Public examination of plan – August 2018 to February 2019 • Able to adopt the plan – April 2019.
Completed Date			
Performance Measures & Indicators		Risks	
Complete second stage of Green Belt Review by December 2016		CRR_CO04 Inability to demonstrate a five year supply of deliverable housing sites against the housing target leading to further development on unallocated sites	
Adopt part two of the Local Plan by December 2017			
LICO74 Number of Neighbourhood Plans adopted			
LICO75 Percentage of homes built on allocated sites at key rural settlements			
LICO76 Percentage of new homes built against the target within the Local Plan			

Transforming the Council to enable the delivery of efficient high quality services

Current Task Status	ST1620_10	Lead officer	Success measurement
	Deliver the Medium Term Financial Strategy (MTFS)	Peter Linfield	Residents are confident that the Council is well run, financially sound and delivering the services they need
Target date	31-Mar-2021	Progress	In year progress is on target to deliver the required savings.
Completed Date			
Performance Measures & Indicators		Risks	
LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year		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	A project to replace the council's Customer Relationship Management system (CRM) is underway and is due to go live by the end of March 2019.
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 - this project continues to progress, with a report due to go to Cabinet on 13 November 2018 seeking approval to relocate to Eastcroft. Negotiations are ongoing with Nottingham City Council to agree terms for the relocation.
Completed Date			
Performance Measures & Indicators			Risks
New Council offices at Rushcliffe Arena operational by spring 2017			CRR_FCS12 Risk and return from Asset Investment Strategy
Complete Bridgford Hall building works by Spring 2017			
Finalise business case for the disposal the Civic Centre by December 2017			CRR_TR04 Failure to properly manage our property assets
Preferred site identified and business case prepared for Depot relocation by March 2018			
Depot relocated by March 2020			

Performance Highlights

Status	Ref.	Description	15/16	16/17	17/18	Q2 2018/19			18/19
			Value	Value	Value	Value	Target	Long Trend	Target
Neighbourhoods									
✓	LINS24	Number of affordable homes delivered	79	73	112	121	54	↑	108
Transformation									
✓	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£1.23m	£1.24m	£984k	£732.5k	£657.8k	↑	£1.32m

Performance Exceptions – quarter 2

LIFCS43 Percentage of Community Support Grant allocation spent to date					Current Value	Current Target
2018/19	2017/18	2016/17	2015/16	--- Target	16.51%	20%
<p>The chart displays the percentage of grant allocation spent over four quarters. The 2018/19 series (orange) shows a significant increase from 9.22% in Q1 to 16.51% in Q2. The 2017/18 series (blue) and 2016/17 series (brown) show a steady increase from approximately 10% in Q1 to 75% in Q4. The 2015/16 series (purple) shows a sharp increase from approximately 5% in Q1 to 70% in Q4. A dashed target line is set at 20%.</p>					<p>The quarter 2 figure of 16.51% is under target and down on last year by about 6%.</p> <p>The scheme has been promoted in Councillors Connection and Councillors have also been advised that the closing date for applications is 28 February 2019 due to the elections.</p>	

Performance Exceptions – quarter 2 progress update

LICO41 Percentage of householder planning applications processed within target times					Current Value	Current Target																														
2018/19	2017/18	2016/17	2015/16	--- Target	76.00%	88.00%																														
<table border="1"> <caption>LICO41 Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>2018/19</th> <th>2017/18</th> <th>2016/17</th> <th>2015/16</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>79.50%</td> <td>~89.00%</td> <td>~90.00%</td> <td>~86.50%</td> <td>88.00%</td> </tr> <tr> <td>Q2 2018/19</td> <td>76.00%</td> <td>~88.00%</td> <td>~90.50%</td> <td>~76.50%</td> <td>88.00%</td> </tr> <tr> <td>Q3 2018/19</td> <td>-</td> <td>~88.00%</td> <td>~90.00%</td> <td>~79.00%</td> <td>88.00%</td> </tr> <tr> <td>Q4 2018/19</td> <td>-</td> <td>~86.50%</td> <td>~90.00%</td> <td>~80.00%</td> <td>88.00%</td> </tr> </tbody> </table>					Quarter	2018/19	2017/18	2016/17	2015/16	Target	Q1 2018/19	79.50%	~89.00%	~90.00%	~86.50%	88.00%	Q2 2018/19	76.00%	~88.00%	~90.50%	~76.50%	88.00%	Q3 2018/19	-	~88.00%	~90.00%	~79.00%	88.00%	Q4 2018/19	-	~86.50%	~90.00%	~80.00%	88.00%	<p>Performance on the determination of householder planning applications is below target. This is due to a number of factors, including increased workload, particularly Major schemes including sites identified in the emerging Part 2 of the Local Plan, and staff vacancies - particularly the Principal Planning Officer post which remains vacant despite two recruitment exercises.</p> <p>Further options are now being considered.</p>	
Quarter	2018/19	2017/18	2016/17	2015/16	Target																															
Q1 2018/19	79.50%	~89.00%	~90.00%	~86.50%	88.00%																															
Q2 2018/19	76.00%	~88.00%	~90.50%	~76.50%	88.00%																															
Q3 2018/19	-	~88.00%	~90.00%	~79.00%	88.00%																															
Q4 2018/19	-	~86.50%	~90.00%	~80.00%	88.00%																															

LICO46a Percentage of appeals allowed against total number of Major planning applications determined by the authority					Current Value	Current Target															
2018/19				--- Target	11.0%	10%															
<table border="1"> <caption>LICO46a Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>2018/19</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>12.5%</td> <td>10%</td> </tr> <tr> <td>Q2 2018/19</td> <td>11%</td> <td>10%</td> </tr> <tr> <td>Q3 2018/19</td> <td>-</td> <td>10%</td> </tr> <tr> <td>Q4 2018/19</td> <td>-</td> <td>10%</td> </tr> </tbody> </table>					Quarter	2018/19	Target	Q1 2018/19	12.5%	10%	Q2 2018/19	11%	10%	Q3 2018/19	-	10%	Q4 2018/19	-	10%	<p>At the end of quarter 2 18 applications for Major development have been determined and two have been allowed, resulting in a percentage of appeals allowed against total number of applications determined of 11%.</p> <p>Whilst this is above our performance target of 10%, this is influenced by the small number of Major applications determined during the current monitoring period. 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.</p> <p>Furthermore, the national return, upon which designation criteria are assessed, are measured over the preceding two year period. When applying this criteria, the percentage of appeals allowed against the number of Major applications determined within the same period stands at around 3.8%.</p>	
Quarter	2018/19	Target																			
Q1 2018/19	12.5%	10%																			
Q2 2018/19	11%	10%																			
Q3 2018/19	-	10%																			
Q4 2018/19	-	10%																			

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	535	374
					<p>The number of reports of fly tips continues to increase, currently 535 which is 239 more than this time last year. This is a national trend and is caused in part by an increase in both public awareness and ease of reporting.</p> <p>We are actively supporting a new fly tipping forum set up across Nottinghamshire and expect to undertake a number of joint initiatives in the coming months.</p> <p>An on-going case is likely to lead to a prosecution and some high profile publicity.</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	37 weeks	35 weeks
					<p>The average waiting time of all applicants over the last 12 months is 37 weeks. In total 288 people were rehoused.</p> <p>This figure is affected by many factors including the number of properties advertised, the length of time applicants in lower bands (sheltered only or downsizers) are prepared to wait for a property of choice rather than out of need. The figure is skewed therefore by the ten cases that have waited a long time (these cases waited several years by choice). As these few cases drop out of the calculation, average waiting time will improve.</p> <p>As a result to the 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 overall.</p>	











LINS39 Vehicle crimes per 1,000 population					Current Value	Current Target																																										
2018/19	2017/18	2016/17	2015/16	-.- Target	2.77	2.49																																										
<table border="1"> <caption>Vehicle crimes per 1,000 population data</caption> <thead> <tr> <th>Quarter</th> <th>2018/19</th> <th>2017/18</th> <th>2016/17</th> <th>2015/16</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>1.53</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q2 2018/19</td> <td>2.77</td> <td>2.77</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q3 2018/19</td> <td>3.8</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Q4 2018/19</td> <td>5.0</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>2017/18</td> <td>-</td> <td>2.77</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Target</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>2.49</td> </tr> </tbody> </table>					Quarter	2018/19	2017/18	2016/17	2015/16	Target	Q1 2018/19	1.53	-	-	-	-	Q2 2018/19	2.77	2.77	-	-	-	Q3 2018/19	3.8	-	-	-	-	Q4 2018/19	5.0	-	-	-	-	2017/18	-	2.77	-	-	-	Target	-	-	-	-	2.49	<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	Target																																											
Q1 2018/19	1.53	-	-	-	-																																											
Q2 2018/19	2.77	2.77	-	-	-																																											
Q3 2018/19	3.8	-	-	-	-																																											
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2017/18	-	2.77	-	-	-																																											
Target	-	-	-	-	2.49																																											



























Corporate Scorecard

Communities						
Status	Ref.	Description	Q2 2018/19			2018/19
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	76.00%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	77.80%	70.00%		70.00%
	LICO46a	Percentage of appeals allowed against total number of Major planning applications determined by the authority	11%	10%		10%
	LICO46b	Percentage of appeals allowed against total number of Non-Major planning applications determined by the authority	0.4%	10%		10%
	LICO59	Income received for fee earning pre planning application advices	£37,745.02	-		-
	LICO60a	Contributions received as a percentage of current developer contributions	41.55%	No target set		No target set
	LICO60b	Value of future developer contributions to infrastructure funding	£30.86m	No target set		No target set
	LICO70a	Number of young people engaged with positive futures programme	149	No target set		No target set
	LICO70b	Number of work experience places organised	Awaiting data	No target set		No target set























*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	97.86%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	69%	70%		90%
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£279,392	£250,000		£250,000
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme at the start of the financial year	£0.344m	£0.311m		£0.622

	LIFCS20	Percentage of Council Tax collected in year	58.38%	58.38%		99.20%
	LIFCS21	Percentage of Non-domestic Rates collected in year	57.69%	55.92%		99.00%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	7.27 days	8.5 days		8.5 days
	LIFCS43	Percentage of Community Support Grant allocation spent to date	16.51%	20%		85%
	LIFCS50	Number of complaints received by the council at initial stage	23	-		-

Neighbourhoods						
Status	Ref.	Description	Q2 2018/19			2018/19
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	535	374		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	53.70%	53.47%		50.00%
	LINS24	Number of affordable homes delivered	121	54		108
	LINS25	Number of households living in temporary accommodation	10	10		10
	LINS27a	Average length of stay of all households in temporary accommodation	5weeks	15weeks		15weeks
	LINS29	Average length of stay of all households in temporary accommodation	34	-		-
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	37 weeks	35 weeks		35 weeks
	LINS37	Domestic burglaries per 1,000 households	4.12	5.23		10.04
	LINS38	Robberies per 1,000 Population	0.17	0.21		0.33
	LINS39	Vehicle crimes per 1,000 population	2.77	2.49		4.98
	LINS51	Number of leisure centre users - public	718,043	669,950		669,950
	LINS60	Number of users of paid council car parks	299,060	274,000		274,000

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	Q2 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	3.94%	-		-
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	88%	85%		85%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	86%	86%		86%
	LITR12	Percentage of RBC owned industrial units occupied	99.26%	96%		96%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£732528	£657875		£1326010
	LITR15	Percentage of privately owned industrial units occupied	93.91%	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	2.83	4.00		8.00
	LITR54	Number of apprenticeships organised within the Council	8	8		8

Revenue Monitoring

	Period 6			
	Original Budget £'000	Revised Budget £'000	Projected Actual £'000	Variance £'000
Communities	1,103	1,306	1,261	-45
Finance & Corporate Services	3,470	3,391	3,344	-47
Neighbourhoods	4,611	4,713	4,707	-6
Transformation	2,501	2,798	2,916	118
Sub Total	11,686	12,208	12,228	20
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	10,994	20
Grant Income (including New Homes Bonus & rsg)	-1,632	-1,632	-1,705	-73
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	-1256	133
Total Funding	-12,357	-12,357	-12,297	60
Surplus (-)/Deficit on Revenue Budget	-1,905	-1,383	-1,303	80
Capital Expenditure financed from reserves	129	129	129	0
Net Transfer to (-)/from Reserves	-1,776	-1,254	-1,174	80

Capital Monitoring

CAPITAL PROGRAMME MONITORING - SEPTEMBER 2018			
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation	9,483	6,648	(2,835)
Neighbourhoods	2,994	2,943	(51)
Communities	864	899	35
Finance & Corporate Services	11,271	3,870	(7,401)
Contingency	87	87	-
	24,699	14,447	(10,252)
FINANCING ANALYSIS			
Capital Receipts	(14,078)	(8,026)	6,052
Government Grants	(1,026)	(1,026)	-
Other Grants/Contributions	(1,966)	(1,966)	-
Use of Reserves	(600)	(600)	-
Internal Borrowing	(7,030)	(2,829)	4,201
	(24,699)	(14,447)	10,252
NET EXPENDITURE	-	-	-



Performance Management Board

27 November 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
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
TBC June 2019	<ul style="list-style-type: none"> • East Leake Leisure Centre Annual Report • Performance Monitoring Q4 2018/19 • Performance Monitoring Annual Report • Work Programme
TBC September 2019	<ul style="list-style-type: none"> • Civil Parking and Enforcement Contracts • Review of Customer Feedback • Performance Monitoring Q1 2019/20 • Work Programme
TBC November 2019	<ul style="list-style-type: none"> • Lex Leisure Annual Report • Diversity Annual Report • Performance Monitoring Q2 2019/20 • Work Programme
TBC March 2020	<ul style="list-style-type: none"> • Glendale Gold Annual Update • Streetwise Environmental Ltd Annual Update • Performance Monitoring Q3 2019/20 • 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.

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