

**NOTES**  
**OF THE MEETING OF THE**  
**PERFORMANCE MANAGEMENT BOARD**  
**TUESDAY 15 NOVEMBER 2011**

Held at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford

**PRESENT:**

Councillors Mrs S P Bailey, B Buschman, B G Dale, R M Jones, A MacInnes, S J Robinson, D V Smith, J A Stockwood and D G Wheeler

**ALSO IN ATTENDANCE:**

Councillor G R Mallender.

Miss D Kerrison      General Manager, Glendale Golf Course

Mr G Hall              Regional Director, Parkdale Leisure

Mr J Palfrey            General Manager, Parkdale Leisure

**OFFICERS PRESENT:**

C Caven-Atack            Performance and Reputation Manager

S Griffiths                Deputy Chief Executive (SG)

B Knowles                Leisure Contracts Manager

D Mitchell                Head of Partnerships and Performance

V Nightingale            Senior Member Support Officer

**APOLOGIES FOR ABSENCE:**

There were no apologies for absence

**18. Declarations of Interest**

There were none declared.

**19. Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 16 August 2011 were accepted as a true record.

With regard to the actions the Performance and Reputation Manager explained that information on Air Quality would be published in Members Matters every two months.

The Board discussed the complaints system and were informed that there were very few complaints and that when these were considered by ward boundaries there were no trends. It was agreed that officers should continue to monitor the complaints and to include ward data within the annual report.

The Performance and Reputation Manager informed Members that there had been 28 affordable homes built and finished so far with another 34 due to be finished before the end of this year. Further information on this subject and the length of stay in temporary accommodation was contained in the performance monitoring report. Councillor MacInnes stated that the information provided in Members Monthly was often difficult to understand and

officers agreed that they would investigate how the presentation of the information could be improved.

20. **Cabinet Member Questions**

There were none received.

21. **Edwalton Golf Courses – Annual Report of Contract by Glendale Golf**

The Leisure Contracts Manager presented a report outlining the partnership with Glendale Golf. He explained that usage was up on the previous year. He highlighted the annual survey with 88% of users rating the course as very good or excellent. He pointed out that Edwalton Golf Courses were seen as starter courses and this was evidenced by the survey with 46% of users having played golf for less than five years. Members were informed of the capital works that had been undertaken this year. Following a question Members were informed that work was undertaken during the winter time so that there was no adverse effect on user numbers.

Members were concerned that the report did not indicate how many people had completed the survey and how this related to the number of users. Officers agreed to include this information in the next report and stated that 400 people had completed the survey. The survey had been carried out during August, at various times of the day, and also included responses from social users as well as course users. Following a question concerning membership Members were informed that there were approximately 400 members of the Club but there were also a large number of casual users of the Courses. Members queried if any independent surveys were carried out. The General Manager stated that it was not seen to be necessary. With regards to retention rates the General Manager stated that 97% of the members had renewed their membership from last year. However, both the Club and the Council saw Edwalton Golf Courses as starter courses and it was felt that people progressing on to other golf clubs was a positive action.

The General Manager presented Glendale's Annual Review and explained that the last year had been very successful and although some clubs had seen a decline in usage Edwalton Golf Courses had maintained its usage. She explained that the on line bookings system was working well and that the company had introduced a discounted rate for offpeak times, which was proving popular.

In respect of junior golfing Members were informed that the Courses were being used by many young people, including visits from schools. The Club was also working with schools and colleges to provide activities for students especially those with a disability.

Members were informed that social activities were increasing and the Club supported voluntary organisations such as the Scouts, Boys Brigade and Neighbourhood Watch.

Miss Kerrison summarised that the year had been very successful that all staff had worked very hard to maintain the public's confidence and that the Club was thriving and welcomed people of all ages.

Following a question the General Manager stated that the Club provided support for voluntary groups such as the scouts and the boy's brigade to help raise funds and also to give some coaching to the young people followed by a small competition. It was proposed that next year's annual report should include descriptions of some of the community aspect of the Club.

With regard to usage figures Members were informed that after six months usage had increased compared to last year. However, usage was seasonal and should be taken in context.

The Chairman thanked Miss Kerrison for attending the meeting and answering Members' questions.

It was AGREED that Glendale Golf be congratulated on continuing to deliver a successful contract on behalf of the Council.

## 22. **Leisure Centre Contract – Annual Report by Parkwood Leisure**

The Leisure Contracts Manager presented a report detailing the work of the partnership over the last year. When the partnership was formed ten strategic objectives were identified with the help of consultants. Following four years it was felt that some of these did not help measure the performance of the partnership and needed to be more meaningful and focus on Council priorities. It was felt that the objectives should be reviewed next year.

With regard to the objectives the Leisure Contracts Manager explained that

Strategic objective 1 - swimming usage was slightly down on last year's figures but this was mainly due to the fact that the pool at Rushcliffe Leisure Centre had been closed for improvements. Aerobics usage had increased and Members were informed that a variety of classes had been introduced to keep pace with trends.

Strategic objective 2 - numbers of young people attending activities were slightly less this year but Parkwood were working with both the Council's Sports Development Officer and the national sporting bodies Development Officers.

Strategic objective 3 - the use of the leisure card system was one measure that did not provide any relevant information and was difficult to measure.

Strategic objective 4 - related to the use of Information Technology, which the Council supported. Web bookings were available for most activities and provided postcode analysis for users.

Strategic objective 5 - Members were informed that attendance at user meetings had exceeded the performance indicator set.

Strategic objective 6 - this measure related to marketing and it was felt that this should be discontinued.

Strategic objective 7 - with the establishment of the Non Profit Distributing Organisation this had added value to the contract. Also all sites had achieved over 70% Quest accreditation.

Strategic objective 8 - Members were informed that following the introduction of the Non Profit Distributing Organisation arrangement the Council had made further savings of approximately £92,000 per year

Strategic objective 9 - customer focus group meetings had been arranged at all centres with over 700 attendances last year

Strategic objective 10 - all sites had achieved Quest accreditation and also Parkwood had achieved Investors In People in 2011.

Mr Palfrey gave a presentation informing Members of Parkwood's Annual Report. He informed Members of the many highlights including the successful completion of the Aiming High project, the introduction of the £20.12 direct debit swim package, successful launch of the Sway Dance programme and the refurbishment of the pool and plant at Rushcliffe Leisure Centre. The refurbishment of the plant had included the introduction of a UV disinfection system which had been well received by users as this had improved the water quality and reduced the number of chemicals used. Members were informed that the 'Expressions' gym membership had grown over the last year which had been recognised within the industry as one of the toughest years in the trade, with increased competition, including budget gyms.

Other highlights for the year included increased partnership working. This included

- working on the modern apprenticeship scheme with South Nottinghamshire College and the Amateur Swimming Association
- successful delivery of a holiday programme with YMCA, Positive Futures and Excel
- developing football for the disabled at Rushcliffe Arena with the DNF
- working with Nottinghamshire County Council on the upgrade of the disabled facilities at Cotgrave Leisure Centre

Mr Palfrey explained that this year new initiatives such as internet voucher codes and the use of 'Apps' had been introduced to encourage more users and appeal to younger people.

With regard to customer satisfaction Members were informed that feedback was collected through many different methods, including the Parkwood Leisure website which had received 40,000 more hits compared to last year. When comparing the statistics there had been an increase in the number of people who were satisfied or very satisfied compared to those who had been dissatisfied.

Usage at all five centres had remained fairly consistent over the year although the good weather and the extra bank holidays had affected the figures.

Members were informed of the various methods used to reduce the company's carbon emissions through smart meters, partnership working with the joint use schools and the installation of inverters on pumps and air handling units.

Following a question the Leisure Contracts Manager explained that the target for 65% of residents to hold a leisure card had been set in 1995/96 and it was very difficult to measure if this had been achieved.

The Board felt that the report did not include all the partnerships with the sports clubs that used the centres, for example the heavy use of the netball courts at Rushcliffe Leisure Centre. It was also felt that it would be beneficial to have more background information to explain the differences in the cost per user per centre, such as age of building, design etc. The Head of Partnerships and Performance explained that the Leisure Facilities Strategy Member Group were reviewing the centres and had received this information. He agreed to forward this to Members of the Board.

Members were pleased to note that the holiday play schemes were improving, although Mr Palfrey stated that a lot of hard work had been undertaken over the last few years to increase the activities. However, he stated that the trend appeared to be changing from people wanting day activities to week long activities.

Following a question Mr Palfrey explained that the Aiming High project had been very successful, however there had been a restructure at Nottinghamshire County Council and this had impacted on the work of the Sports Disability Officer. Parkwood Leisure were working hard to develop wheelchair basketball at Rushcliffe Arena.

Councillor Jones pointed out that within the annual report document the graph for the use of the company's website was identical to the previous year and did not show the stated increase. Mr Palfrey said he would check the document.

Following a question regarding invoices Mr Hall explained that they had a robust debt management system that had recently been automated. It had been believed that this was working well, however he would take the examples produced and ensure that these were addressed.

With regard to the impact of changes to business rates the Head of Partnerships and Performance stated that this was being investigated but it was difficult to predict at the moment. Mr Hall said that Parkwood would welcome the changes as charitable trusts receive 100% discount.

Members queried Parkwood's branding and whether they would be able to use any other brand names. Mr Hall explained that, as a company, they had introduced various brands such as 'Expressions', 'Sway', 'AquaZone', etc; they also used national brands such as 'MEND', 'Quest', 'Change4Life, etc however, they were not allowed to use the Olympic brand. Following a question he explained that it was expected that participation in sports would increase however, it was the responsibility of the sports' governing bodies to sustain the impact.

The Chairman thanked Mr Palfrey and Mr Hall for their interesting presentation and for answering Members' questions.

It was AGREED that the Performance Management Board found the performance of Parkwood Leisure over the past year to be within acceptable parameters.

### **23. Performance Monitoring – Quarter 2 2011/12**

The Performance and Reputation Manager presented the report for the first half of the year. She pointed out that the financial information was being presented to the Corporate Governance Group later this year and would be available with the Quarter 3 performance information. She explained that sickness was below target and that the management systems in place were working well.

Of the four strategic tasks two were on target. Members were informed that progress against the Climate Change Action Plan was in line with approximately 40 of the 80 tasks already completed. Delivery of the Rushcliffe Play Strategy was nearly complete with the Alford Road playing field being the final project which would start in early 2012.

In respect of the introduction of a 'hub and spoke' approach to customer services the police were undertaking a review of police stations and this would affect how services were undertaken at the 'spokes'. Officers stated that:

- East Leake police station was likely to close, however the Police were considering whether there was a potential to work with the fire service
- Keyworth police station was to close and there were opportunities at the health centre and with the parish council
- Radcliffe on Trent police station had closed and the Council was now operating from St Mary's church hall
- Ruddington police station was to close and the Council was in talks with the parish council
- Cotgrave police station was remaining open and therefore there would be no change

With regards to Bingham the 'spoke' was located within the Town Council offices, however the Council was looking at a full time opportunity within the new health centre. The Chairman stated that he had visited the Rushcliffe Community Contact Centre and had been very impressed with the range of services delivered by the Customer Service Advisors and their professionalism. The Members concurred with the Chairman and asked for their comments to be passed on to staff.

The Board discussed the Local Development Framework. Members were aware that changes had occurred nationally and that the Local Development Framework Group were considering issues. Members were concerned that as the Council did not have a Core Strategy in place this could incur costs for the Council due to planning challenges and cause further delays.

The Board considered the exceptions highlighted in the report. It was noted that there were only a small number of major planning applications and that any delay could significantly alter the percentages. Following a question the Deputy Chief Executive (SG) explained that these issues were reviewed by the Senior Management Team and extra resources were used when necessary. With regards to the number of missed bins this was now back on track but the number had fluctuated due to the changes to the green bin scheme. Similarly with the percentage of phone calls there had been a slight decrease in performance due to the move to the Contact Centre and an increase in service demand including elections, council tax, green bins and Choice Based Lettings. Members queried if there was an increased demand during the evenings and weekends now that the service had moved. Officers stated that the footfall was low at present and that marketing was needed to raise people's awareness, however, the Manager used the evenings for other events. Members were assured that there were no staffing issues and that the situation was being closely monitored. They were also informed that the information collated provided managers with the number of Council or Police enquires per hour.

Another exception was the number of robberies per 1,000 population. Officers said that the Police had set very stretching targets and these would not be met this year. Further investigation had revealed that the majority of crimes were regarding mobile phone thefts and the community safety team had run awareness events especially aimed at young people. Following a discussion officers stated that the Community Safety Team would provide a further breakdown on the seriousness of the robbery if such information was available from the Police.

With regard to the length of stay in hostel accommodation officers explained that there had been some teething problems with the Choice Based Lettings. Members were assured that the Housing Options Team were aware of the issues and were looking at the allocations policy. Following a question regarding support for vulnerable people officers agreed to ask the Head of Community Shaping to provide a briefing note.

The Board were informed that the number of complaints had increased this year but the number of complaints that went on to stage 2 had decreased. It was felt that the process was now more transparent.

In respect of late payment of invoices Members were informed that a new system had been introduced and officers were keeping this under consideration.

Following a question about fraud detection officers agreed to ask the Interim Head of Finance to provide a briefing note.

It was AGREED that the Performance Management Board had considered the identified exceptions.

## 24. **Rolling 2 Year Work Programme**

The Board considered their work programme. It was agreed that Members should submit any questions they had for Carillion to the Performance and Reputation Manager by the beginning of February 2012, and that she would then pass these to Carillion in order that they could include the information in their presentation at the February meeting. Members requested officers to send out information from last year's meeting.

As the Council's new draft Corporate Strategy would be available from January 2012 it was agreed that the Board should consider whether the indicators on the corporate scorecard should be amended to reflect the new Strategy. Officers would put forward a draft basket of indicators for discussion at the meeting. .

The proposed rolling work programme for 2011/12 and 2012/13 was AGREED.

The meeting closed at 9.00 pm.



## Action Sheet

### PERFORMANCE MANAGEMENT BOARD - TUESDAY 15 NOVEMBER 2011

Minute Number	Actions	Officer Responsible
19 Notes of the Previous Meeting	It was agreed that officers should continue to monitor the complaints and to include ward data within the annual report	Performance and Reputation Manager
21 Edwalton Golf Courses – Annual Report of Contract by Glendale Golf	Information on how many people had completed the user survey and how this related to the number of users to be included in the next report	Leisure Contracts Manager
22. Leisure Centre Contract – Annual Report by Parkwood Leisure	information regarding the age, design etc of the different leisure centres in order to put the cost per user into perspective as seen by the Leisure Facilities Strategy Member Group to be sent to Members of the Board.	Head of Partnerships and Performance
23. Performance Monitoring – Quarter 2 2011/12	Members' comments regarding the professionalism of the Customer Service Advisors to be forwarded to all staff.  a briefing note regarding support for vulnerable people to be provided  a briefing note about fraud detection to be provided	Head of Partnerships and Performance  Head of Community Shaping  Interim Head of Finance
24. Rolling 2 Year Work Programme	Members to submit any questions they had for Carillion to the Performance and Reputation Manager by the beginning of February 2012  information regarding Carillion from last year's meeting to be sent to Members of the Board	Performance and Reputation Manager  Senior Member Support Officer