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**Our reference:**  
**Your reference:**  
**Date:** 15 April 2013

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 23 April 2013 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely

Executive Manager Operations and Corporate Governance

## **AGENDA**

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 19 February 2013 (pages 1 - 7)
4. Civil Parking Enforcement Contract Update 2013

The report of the Executive Manager – Finance and Commercial is attached (pages 8 - 11).

5. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 12 - 13).

### Membership

Chairman: Councillor D G Wheeler  
Vice-Chairman: Councillor R M Jones  
Mrs S P Bailey, B Buschman, A MacInnes, S J Robinson, D V Smith,  
J A Stockwood

## Meeting Room Guidance

**Fire Alarm Evacuation:** in the event of an alarm sounding please evacuate the building using the nearest fire exit, normally through the Council Chamber. You should assemble in the Nottingham Forest car park adjacent to the main gates.

**Toilets** are located opposite Committee Room 2.

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

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



## 23. Leisure Centre Contract – Annual Report by Parkwood Leisure 2013

The Leisure Contracts Manager presented a report outlining the contract for the management of five of the Council's leisure centres. He outlined the ten strategic objectives that had been identified within the contract and how these were being achieved. With regard to usage he stated that the total usage was higher than the target, however it was noted that the number of people swimming was less than in previous years, although aerobics had increased. In respect of services for young people usage was slightly lower than the target, Parkwood were working with sports clubs, the Council's Sports Development Officer and the Sport Nottinghamshire organisation to increase participation. One highlight was the junior pump sessions that had been introduced which allowed young people into the gym at certain times.

Members were informed that the use of information technology was being expanded with Parkwood introducing apps for smart phones, Facebook pages and online bookings. The leisure card was well used and provided good value for money membership opportunities. With all the data available Parkwood had analysed people's postcodes and identified that the majority of the users used a centre that was within five miles of their home.

With regard to improved community involvement and partnership working Members were informed that 634 people had attended focus group meetings, including representatives from sporting clubs. Also Parkwood staff had been proactive and attended various Council working groups, including the Health Improvement Group and the Safeguarding Children Steering Group.

The Leisure Contracts Manager informed the Board that following the introduction of the Non Profit Distribution Organisation significant savings had been achieved for the Council which had improved the financial viability of the centres. He was pleased to say that this had been achieved whilst increasing customer satisfaction levels, which had been rated at 81.9% by the Council's performance team. All centres had achieved highly commended within the Quest accreditation and Parkwood had achieved the Investors In People award.

In respect of the original ten indicators officers felt that these should now be reviewed as some needed to be considered in conjunction with others, ie customer satisfaction and financial viability and others were difficult to measure and did not add value, such as an improved approach to marketing.

Mr Palfrey then gave a presentation outlining the fifth year of the contract. He outlined some of the successes of the year, these included successful Quest visits, the development of the 'Sway Dance' brand and the launch of the new Café Vita brand. He informed Members that Nottinghamshire County Council had started works at Rushcliffe Leisure Centre to carry out repairs and remedial works to the Centre. With regard to the Café Vita brand he informed Members that the products had been improved and a new 'grab and go' menu had been introduced to meet customers' expectations; this had led to an increase in the usage of the cafes. Following a question Members were advised that there was a variety of options available, including healthy options and that customer feedback had been good. Mr Palfrey explained that they worked with key suppliers on co-promoting brands.

Following a question Mr Palfrey explained that there had been a 3.4% national growth in fitness participation. Membership at the centres had remained fairly consistent with an attrition rate of 5% for the year.

Mr Palfrey informed Members of other highlights for the year, which included the continuation of the apprenticeship schemes with South Nottingham College and the Amateur Swimming Association, successful partnership working with the Sports Development Officer on Sportivate projects and successful holiday programmes across all five sites. Members were also informed that there had been discussions regarding the replacement and future management of the artificial turf with a third party. Also a new downstairs gym had been introduced for weight work at Rushcliffe Leisure Centre.

The Board were informed of the various activities that had been programmed. Following the Olympics certain sports had increased and there was now a thriving triathlon group and more adult swimming sessions. Following customer feedback a couple's membership price had been introduced as well as six week junior swimming and family passports.

In respect of Information Technology Members were informed that Parkwood Community Leisure's website had been overhauled as its functionality was declining. The new apps and facebook pages had been introduced and customers could now download a variety of information, including timetables, motivational music, etc.

With regards to Customer Satisfaction Mr Palfrey explained how this was collated. He explained that the Quest maintenance visits provided a very comprehensive report which outlined areas that were performing well and also areas for improvement. Customers had a variety of ways of contacting the centres and it was noted that email contact was increasing. Customer satisfaction was at 83% which was slightly less than the previous year but this had to be put into context as two leisure centres were over 40 years old and three leisure centres were dual use sites. It was recognised that the dual use sites had certain times when cleanliness was an issue and to overcome this Parkwood had redeployed cleaners to accommodate this.

Mr Palfrey explained how Parkwood worked in partnership with sporting organisations, local authorities, general practitioners, trusts, colleges and universities. He stated that in conjunction with the Thera Trust disabled users were accessing facilities at Cotgrave Leisure Centre at off peak times, it was envisaged that this could be replicated at the other sites.

In conclusion, the Board was informed of how the company was continuing to work towards reducing its carbon footprint through the use of new technology and training for all staff.

Following a question regarding marketing the Leisure Contracts Manager explained that Parkwood always had a feature in Rushcliffe Reports, special promotions and information was placed on the Rushcliffe website and there was also a twitter campaign. Members queried the use of adverts in Rushcliffe Reports as often these were more eye catching than articles. In response officers stated that there were often vouchers included in Rushcliffe Reports

and that Parkwood and the Council proactively worked together. The Chairman stated that there were a large number of noticeboards throughout the Borough that could be used for marketing purposes. He also informed Mr Huxley and Mr Palfrey of the new youth centre that was opening soon in West Bridgford which presented an opportunity to target young people.

Members noted that the number of people attending focus groups had decreased from the previous year and asked how this was going to be addressed in the future. Mr Palfrey explained that many of the attendees were from sporting clubs, which were run by volunteers and that as people had less time available more communications were by email rather than face to face. However managers were actively engaging with customers and they had set up an event open dialogue on Facebook. Members asked if the strategic objective could be expanded to include this information. The Leisure Contracts Manager explained that they were undertaking a review of the strategic objectives and that the findings would be presented to the Partnership Board, where Members were represented by Councillor Mrs J A Smith. It was envisaged that the objectives would be enhanced to reflect the changes in customer behaviour to ensure that the objectives remained meaningful. Members agreed that the objectives needed to be clarified and simplified but felt that the Board had a role in this. It was felt that young people and disabled users were important and that there was a need to maintain the vibrancy of the sporting clubs. Officers were asked to include usage figures for young people in the Strategic Objectives. The Executive Manager – Finance and Commercial asked Members to contact him if they had any comments regarding the Strategic Objectives.

With regard to the modern apprenticeships Members were informed that there were eight apprenticeships at the present time, with people starting from 16 years of age, and the scheme was for nine to twelve months. This scheme had led to employment for some of the young people in various roles, including receptionists, recreation assistants and swimming teachers.

Whilst considering usage Members were concerned that swimming had declined. The Leisure Contracts Manager explained that there had been pool closures due to maintenance and relining of certain pools which had affected the figures. Also these figures did not take into account the very strong learn to swim programme. He stated that Parkwood was delivering a programme that the Council had not been able to and were helping to motivate people to continue swimming. In response to a further question regarding the cost per user to support activities the Executive Manager – Finance and Commercial stated that whether people migrated from swimming to fitness the main fixed costs would remain largely the same. Mr Palfrey stated that they were working with the Amateur Swimming Association to encourage people to continue swimming. He outlined the Association's lifelong journey initiative that had 25 levels. Following a question regarding pricing Members were informed that the £20.12 initiative had been linked to the Olympics. Following this the price had been increased to £23 per month, however, this was still a competitive price and was being well received by customers.

Following a question regarding the different usage figures presented to Members and those included in Parkwood's annual report officers stated that these were based on different times as Parkwood's year ran from August to

July whereas the Council's year was April to March. The Executive Manager – Finance and Commercial agreed that the Board's work programme should be reviewed to consider the most appropriate timing for scrutiny of Parkwood Leisure, Glendale Golf and Carillion.

The Chairman thanked Mr Huxley and Mr Palfrey for their informative presentation and for answering Members' questions.

#### **24. Performance Monitoring – Quarter 3 2012/13**

The Performance and Reputation Manager presented a report highlighting the performance for Quarter 3 of 2012/13 with regard to the nine Strategic Tasks and the 34 Performance Indicators. Of the 34 indicators 27 had data for Quarter 3, 10 had a positive trend, 7 were not due yet and 1 was awaiting verification. Officers were pleased to say that there were no new exceptions this quarter and two new highlights. With regard to the previously reported exceptions performance was improving, however, in some instances they would not reach the target for the year.

In respect of the Strategic Tasks five were at amber status, thus needing further consideration. Members were informed that the Local Plan adoption would now be delayed due to the exploratory meeting with the Inspector. It was noted that the Local Development Framework Group had received further information regarding this issue and that a further update would be available when the Board considered Quarter 4 performance. Following a question officers stated that Strategic Task 15 had been delayed as officers were awaiting a decision by the Primary Care Trust.

In relation to Strategic Task 17 Members queried the use of Experian to identify vulnerable residents. Officers stated that although the Council had some information on vulnerable people by using Experian the data was more robust and provided more informed identification of areas of the community.

With regards to the other two tasks identified as amber Members were informed that following the new management restructure the Leisure Strategy would have a greater focus and that the Member Services review within the Council's four year plan had been delayed until March 2013. In respect of the four year plan officers stated that the review of the Legal Service and Environmental Health Service had identified savings without having an impact on service delivery, for example health and safety inspections were now only carried out on high risk establishments and that low risk food inspections were carried out differently. There had also been a transfer of drainage responsibilities to Severn Trent Water. Following a question the Executive Manager – Finance and Commercial stated that the savings were on target however, some reviews would generate savings in the following year. He also said that he and the Executive Manager – Transformation would monitor the four year plan and ensure that the milestones were being met or if they slipped it would not have an impact on the overall plan.

Members raised concerns regarding the indicators as some appeared to be difficult to collect, although it was recognised that some were new and needed time before they could be evaluated. Officers stated that the youth forum had

disbanded and alternative methods of engagement would need to be considered.

In respect of the financial information it was noted that this was not as detailed as the information given to the Corporate Governance Group, however it did show whether performance was being affected by resources allocated. Following questions that were raised about the adverse variance for Financial Services the Executive Manager – Finance and Commercial explained that his appointment had been made whilst the Interim Head of Financial Services was still in post, and due to the situation in financial services at the time it had been decided that both people would be in post to oversee the closedown of the accounts. This situation had now been resolved. Members felt that an explanation in the report would have been beneficial.

Members raised concerns about the number of affordable homes that had been built. Officers explained that there were 142 planned within proposed developments to be built between 2013 and 2016. Additionally the Council was continuing to work with Metropolitan Housing Trust on converting old garage sites; this would yield another 16 homes. The Executive Manager – Finance and Commercial stated that officers were working with developers of large schemes to ensure that affordable homes were built. However, the scheme had to be viable and officers were having to engage in difficult conversations.

## 25. **Work Programme**

The Board considered its work programme. It was agreed that there would be an update on Strategic Task 16 – Undertake an economic assessment of the Borough’s potential for business growth at the Board’s meeting in April. There should be an update on the Corporate Basket of Indicators in six months and Climate Change update in November 2013.

The meeting closed at 9.20 pm.

## **Action Sheet**

### **PERFORMANCE MANAGEMENT BOARD - TUESDAY 19 FEBRUARY 2013**

<b>Minute Number</b>	<b>Actions</b>	<b>Officer Responsible</b>
22. Notes of the Previous Meeting	The impact and consequences of developments on climate change to be included in all Development Control reports.	Executive Manager Operations and Corporate Governance
23. Leisure Centre Contract – Annual Report by Parkwood Leisure 2013	Officers were asked to consider including usage figures for young people in the Strategic Objectives.  The Board’s work programme should be reviewed to consider the most appropriate timing for scrutiny of Parkwood Leisure, Glendale Golf and Carillion.	Leisure Contracts Manager  Executive Manager Operations and Corporate Governance
25. Work Programme	The Board’s work programme to be amended as per discussion	Member Services



## ACTION UPDATE FROM THE PERFORMANCE MANAGEMENT BOARD ON 19 FEBRUARY 2013

Minute Number	Action	Officer Responsible	Response
22. Notes of the Previous Meeting	The impact and consequences of developments on climate change to be included in all Development Control reports.	Executive Manager - Operations and Corporate Governance	Officers are considering how this can be implemented and will report back at the Group's meeting on 25 June 2013.
23. Leisure Centre Contract – Annual Report by Glendale	<p>Officers were asked to consider including usage figures for young people in the Strategic Objectives.</p> <p>The Board's work programme should be reviewed to consider the most appropriate timing for scrutiny of Parkwood Leisure, Glendale Golf and Carillion.</p>	<p>Leisure Contracts Manager</p> <p>Executive Manager - Operations and Corporate Governance</p>	<p>Usage by young people, up to and including, the age of 17 can be identified through the current charging policy for casual use and attendance on courses. It will be more difficult, and therefore less accurate, to count some club usage where there is a mixture of young people and adults. When reported these figures will be shown as a discrete category but will, of course, be included within the overall total.</p> <p>This was discussed at the recent Scrutiny Chairmen and Vice-Chairmen's meeting. It was agreed that the April and June schedule would remain as at present, with an alternative schedule being in place from November 2013.</p>
25. Work Programme	The Board's work programme to be amended as per discussion	Member Services	The Work Programme has been amended accordingly



Rushcliffe  
Borough Council

**Performance Management Board**

**23 April 2013**

**Civil Parking Enforcement Contract Update 2013**

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**Report of the Executive Manager Finance and Commercial**

**Summary**

1. This report provides an update on the financial performance of the Civil Parking Enforcement Contract which commenced in May 2008 and is run in partnership with Nottinghamshire County Council and each district council in the County. The report identifies the financial position of the partnership from May 2008 to March 2013, the performance of each year within this period and also provides a breakdown of the age of the outstanding debts and the geographical distribution of Penalty Charge Notices (PCN's) issued over the period 2008-13.
2. The off street account has achieved a surplus position over this period of £11,742, whilst the on street account has a deficit of £45,382. In line with the partnership agreement the Council is liable for a deficit payment this year of £2,105. This is based on the net deficit of the on and off street accounts less the income anticipated from outstanding cases.
3. The contract for the provision of the enforcement activity terminates in September 2013. Rushcliffe's officers have been actively involved in the working group which is creating the new specification which will be used as part of the tendering process. Part of this work has included a detailed review of the patrol requirements based on knowledge gained over the past five years. This has resulted in a proposal to reduce the total number of patrol hours required without any diminution of the issue of PCN's.

**Recommendation**

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

**Details**

4. The tables below identify the current financial position of the contract from commencement in May 2008 up to the end of March 2013. The figures show that the deficit to 31 March 2013 has increased by £7,732 to £33,640 compared to a deficit of £25,908 to 31 March 2012.

<b>May 08 Mar 13</b>	<b>On Street</b>	<b>Off Street</b>	<b>Total</b>
Number of PCN's	22,429	19,709	42,138
CPU Charges £'s	121,453	107,732	229,185
External Charges £'s	29,641	26,785	56,426
Enforcement Contractor Charges £'s	573,127	305,394	878,521
Income Collected £'s	678,839	451,653	1,130,492
Totals £'s	-45,382	11,742	-33,640
Outstanding PCN £'s	67,787	30,612	98,399

5. The details of the financial performance for each year are detailed in the tables below. Members will note that there was a reversal of the positive trend over the last two years with both accounts recording deficits in 2012/13. Costs increased by around £12,000 over the previous year (around £6,000 for each account) whilst income was down compared to the previous year by over £6,000 (£5,000 of which is attributable to the on street account). Across the partnership Rushcliffe has the highest percentage of PCN's paid at the discounted rate and the lowest percentage of unpaid PCN's.
  
6. The procurement process for a new enforcement contract has started and it is anticipated that a new contract will be in place later in this financial year. Overall Rushcliffe has the third highest enforcement charges in the County. On the basis of the previous five years' experience officers have re-assessed the requirements for patrols. The existing patrol beats have been analysed along with the rate of issue and location of Penalty Charge Notices (PCN's). This has led to a redesign of the patrol routes, particularly in West Bridgford, to make more efficient use of the resources with an anticipated reduction in costs. Alongside the enforcement contract discussions the district councils have also raised the issue of liability for the on street account deficit. The district councils have proposed that the balance of liability should be reviewed requesting that Nottinghamshire County Council (NCC) accept some level of liability for this account.

<b>May 08 – Mar 09</b>	<b>On Street</b>	<b>Off Street</b>	<b>Total</b>
Number of PCN's	4,463	3,155	7618
Expenditure £'s	133,492	59,379	192,871
Income	105,570	58,690	164,260
Totals	-27,922	-689	-28,611

<b>April 09 – Mar 10</b>	<b>On Street</b>	<b>Off Street</b>	<b>Total</b>
Number of PCN's	4,678	3,181	7,859
Expenditure £'s	157,625	66,755	224,380
Income	137,215	70,535	207,750
Totals	-22,410	3,780	-16,630

<b>April 10 – Mar 11</b>	<b>On Street</b>	<b>Off Street</b>	<b>Total</b>
Number of PCN's	3,935	4,693	8,628
Expenditure £'s	139,813	106,268	246,081
Income	141,805	112,040	253,845
Totals	1,992	5,772	7,764

<b>April 11 – Mar 12</b>	<b>On Street</b>	<b>Off Street</b>	<b>Total</b>
Number of PCN's	4,701	4,305	9,006
Expenditure £'s	143,668	100,515	244,183
Income	149,930	105,823	255,753
Totals	6,262	5,308	11,570

<b>April 12 – Mar 13</b>	<b>On Street</b>	<b>Off Street</b>	<b>Total</b>
Number of PCN's	4,652	4,375	9,027
Expenditure £'s	149,624	106,993	256,617
Income	144,319	104,566	248,885
Totals	-5,305	-2,427	-7,732

7. The cost to the Council this year of the deficit in the on street account will be £2,105. This is calculated as follows:

On street deficit	£45,382
Less off street surplus	<u>(£11,742)</u>
	£33,640
Less 20% outstanding PCN's	<u>(£19,680)</u>
	£13,960
Less amount already paid to NCC	<u>(£11,855)</u>
Amount due to NCC	£ 2,105

8. The table below illustrates the age of the debt from outstanding PCN's broken down by on and off street accounts. Members will note that the total in this table does not match that in the 2008-13 table. This is due to the software system operating in real time meaning that after 31 March 2013 it is not possible to run a report that will provide exactly the same information due to the system updating any payments received and adding amounts for recently issued PCN's. The anticipated income received from outstanding PCN's is calculated at generating a 20% recovery rate although the current performance is around 34%. If this rate is achieved Nottinghamshire County Council will credit the Rushcliffe accounts with the surplus.

	On street	Off street	Total
Over 9 months	£25,294	£15,425	£40,719
Over 6 months	£17,970	£11,175	£29,145
Over 3 months	£9,090	£6,295	£15,385
Over 1 month	£4,840	£3,710	£8,550
Total	£57,194	£36,605	£93,799

9. The table below shows the locations and numbers of PCN's issued across the Borough.

Location	On street	Off street	Total
West Bridgford	18,284	18,056	36,340
Bingham	1,693	1,066	2,759
Radcliffe-on-Trent	774	410	1,184
Keyworth	446	177	623
Ruddington	1,102	0	1,102
East Leake	26	0	26
Gotham	17	0	17
Holme Pierrepont	70	0	70
Other	17	0	17
<b>Total</b>	22,429	19,709	42,138

#### **Financial Comments**

Provision will be made in the final accounts 2012/13 to cover the amount due to Nottinghamshire County Council of £2,105.

There is currently a provision of £35,000 for bad debts in relation to non-recoverable PCN's which will be amended as required once the year end position for outstanding PCN's has been finalised.

#### **Section 17 Crime and Disorder Act**

Although this is civil enforcement, it helps to prevent anti-social behaviour in respect of unauthorised parking.

#### **Diversity**

All sections of the community use the highway and car parks and may be affected by unauthorised parking. Appropriate action to prevent misuse of the Blue Badge system is taken.

#### **Background Papers Available for Inspection:**

Civil Parking Enforcement Contract Update August 2012



**Performance Management Board**

23 April 2013

**Work Programme**

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**Report of the Executive Manager - Operations and Corporate Governance**

**Summary**

The two year rolling work programme is a standing item for discussion at each meeting of the Performance Management Board. This report presents the draft programme for 2012-2014.

**Recommendation**

It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme for 2012/13 and 2013/14.

**Details**

<b>Date of Meeting</b>	<b>Item</b>
23 April 2013	<ul style="list-style-type: none"> <li>• Civil Parking Enforcement Contract Update</li> <li>• work programme</li> </ul>
25 June 2013	<ul style="list-style-type: none"> <li>• Annual Report – Carillon Leisure</li> <li>• Diversity Annual Report 2012/13</li> <li>• Performance Monitoring – Quarter 4 2012/13</li> <li>• Annual Report 2012/13</li> <li>• work programme and annual work programme</li> </ul>
20 August 2013	<ul style="list-style-type: none"> <li>• Review of Complaints and Ombudsman Letter 2012/13</li> <li>• Performance Monitoring – Quarter 1 2013/14</li> <li>• Corporate Basket of Indicators</li> <li>• work programme</li> </ul>
26 November 2013	<ul style="list-style-type: none"> <li>• Annual Report – Glendale Golf</li> <li>• Performance Monitoring – Quarter 2 2013/14</li> <li>• Climate Change Update</li> <li>• work programme</li> </ul>
25 February 2014	<ul style="list-style-type: none"> <li>• Annual Report – Parkwood Leisure</li> <li>• Performance Monitoring – Quarter 3 2013/14</li> <li>• work programme</li> </ul>

Date of Meeting	Item
22 April 2014	<ul style="list-style-type: none"> <li>• Civil Parking Enforcement Contract Update</li> <li>• Annual Report 2013/14</li> <li>• work programme</li> </ul>
June 2014	<ul style="list-style-type: none"> <li>• Annual Report – Carillon Leisure</li> <li>• Diversity Annual Report 2013/14</li> <li>• Performance Monitoring – Quarter 4 2013/14</li> <li>• work programme and annual work programme</li> </ul>

### **Financial Comments**

No direct financial implications arise from the proposed work programme.

### **Section 17 Crime and Disorder Act**

In the delivery of its work programme the Group supports delivery of the Council's Section 17 responsibilities particularly in relation to the performance of the Council.

### **Diversity**

The Group considers the Council's Annual Diversity Report in June each year.

**Background Papers Available for Inspection: Nil**