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Our reference:
Your reference:
Date: 17 February 2014

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 25 February 2014 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 26 November 2013 (pages 1 - 7)
4. Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2013

The report of the Executive Manager – Finance and Commercial is attached (pages 8 - 9).

5. Performance Monitoring – Quarter 3 2013/14

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 10 - 35).

6. Request for Scrutiny: Leisure Contract – Strategic Objectives

The report of the Executive Manager – Finance and Commercial is attached (pages 36 - 48).

7. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 49 - 50).

Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor R M Jones

Councillors Mrs S P Bailey, A MacInnes, B A Nicholls, S J Robinson,
D V Smith, J A Stockwood, J E Thurman

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.

were being achieved. With regard to usage he stated that the total usage was lower than the target, however it was noted that there was an increase in the number of people swimming and participating in aerobics. In respect of services for young people usage was in line with the previous year. Highlights included the junior pump sessions and holiday activities.

The Board was informed that a new management information system had been introduced and that this had allowed payments and bookings to be made on-line. It had also given Parkwood the opportunity to review and update the membership database.

With regard to improved community involvement and partnership working Members were informed that 638 people had attended focus group meetings and that Parkwood staff had been proactive by attending various Council working groups.

The Leisure Contracts Manager informed the Board significant savings had been achieved for the Council, these included a number of energy saving initiatives that had been put in place across all sites that had reduced both utility consumption and costs. He was pleased to report that customer satisfaction levels had increased to 87%. All centres had achieved highly commended within the Quest accreditation and Parkwood had achieved the Investors In People award.

With regard to the Contract's strategic objectives Members were disappointed that there had been no progress made in relation to the review of the ten indicators. The Executive Manager - Operations and Corporate Governance explained that as part of the delivery of the Leisure Strategy it was likely there would be negotiations with Parkwood in relation to the contract. However, if the Board felt that Cabinet should review the strategic objectives and any subsequent indicators, then there was a process by which this could be requested and this had been previously discussed with the Chair and Vice Chair.

Mr Palfrey then gave a presentation outlining the sixth year of the contract. He outlined some of the successes of the year, these included successful Quest visits, community open days and the re-accreditation of the Investment in People chartermark. He informed Members that gym membership had increased at most of the sites.

Works to upgrade the reception, dance studio and cafe at Rushcliffe Leisure Centre had been completed by Nottinghamshire County Council. At Bingham Leisure Centre the pool, reception area, dry side changing rooms and the 1st floor had also been refurbished.

Mr Palfrey informed Members of other highlights for the year, which included the continuation of the modern apprenticeship schemes with Central College and the Amateur Swimming Association. Parkwood were also working with Lifetime and ICON to provide NVQ's for staff and management. Successful holiday programmes across all five sites in partnership with the YMCA, Postive Futures, DNF and Excel had been delivered. He was pleased to announce that Parkwood had taken part in the national launch of the water safety campaign 'Get Safe for Summer' and 'drowning prevention', which was

supported by the Amateur Swimming Association and the Royal Life Saving Society.

The Board was informed that there had been a complete overhaul of the company's website and that they now had their own page on Facebook with over 750 followers.

Members recognised that the leisure centres were a community resource which hosted a wide range of sports that were mainly run by Clubs and volunteers. Following a question Mr Palfrey informed Members that there were approximately 140 different clubs that were based across the five leisure centres. He explained that Parkwood's website hosted an information point to the various clubs and that the Council's Sports Development Officer had produced a comprehensive Club Directory.

In relation to the holiday programmes Members were informed that participation was increasing every year, it was felt that this was due to the competitive pricing and the range of activities on offer, including sports, arts and crafts.

Following a question regarding the Investors in People accreditation the Board was informed that staff had improved the post training evaluation process and that work was underway to improve communication especially with younger members of staff.

It was AGREED that the performance of Parkwood Leisure over the past year was within the acceptable parameters.

The Chairman thanked Mr Huxley and Mr Palfrey for their comprehensive presentation and for answering Members' questions. He felt that leisure was a growth area and that the report had been very positive.

19. Climate Change Strategy Action Plan Update

The Community Development Manager presented a report regarding the Council's updated Climate Change Strategy and Action Plans. Members were informed that the Strategy had been extended to 2020 to fall in line with the associated Action Plans. The two Action Plans had now been merged as 75% of the Climate Change Action Plan and 98% of the Carbon Management Action Plan had been completed. He explained that the Council, in line with Government Guidance, had adopted a target to reduce carbon emission by 15% by 2015 and 30% by 2020. He was pleased to report that the Council had already reduced its carbon emission by 21%. He highlighted several schemes that had been undertaken including

- The Warmstreet scheme
- Boiler replacement scheme
- Green deal pioneer places project
- Partnership working on fuel poverty
- Purchase of new refuse vehicles
- Lighting improvements to the Civic Centre, which had resulted in savings of 40%

The Board were informed of the schemes that had not yet been completed, including

- Climate change impact assessments to be included on Council reports, although the new report template would be introduced at the beginning of the next municipal year
- SMART travel plan
- Carbon offset scheme

With regards to the SMART travel plan Members were informed that 44% of the staff had completed a survey. The Community Development Manager stated that work was being undertaken to analyse the responses and to ascertain what actions could be taken to develop a plan for implementation from March 2014. He explained that a bike to work scheme was identified by the survey and was being considered by Human Resources and the Employees Liaison Group. Members expressed disappointment at the level of response to the survey.

In respect of the Carbon Management Plan Members were informed this had not been completed as two tasks had been cancelled as they were not financially viable.

Following a question regarding business driver training Members were informed that fleet drivers were made aware of the impact of speed/acceleration and braking on fuel consumption. Officers stated that the Council purchased energy efficient vehicles wherever possible.

In relation to advice from planning officers on energy efficiency the Board was informed that advice was given on a site by site basis. However, if the Local Plan was agreed and adopted this would offer greater guidance as it contained several policies including renewable energy, sustainability, etc.

In response to a question regarding green burial sites officers explained that currently no site has been identified and further consideration would be required. Officers agreed to investigate the number of burials currently undertaken at the nearest site at Oxton.

With regard to carbon emissions and businesses Members were informed that larger companies had their own policies which were reported nationally. In respect of smaller businesses officers stated that this had been raised via the Rushcliffe Business Partnership but had not been well received. Further work would be undertaken to show businesses the financial benefits of implementing travel plans and green-fleet reviews.

It was AGREED that the Board had reviewed, and endorsed, the progress of the two action plans.

20. Equality and Diversity Report - 2012/13

The Board considered the report of the Executive Manager - Operations and Corporate Governance regarding the Council's performance during 2012/13

against the objectives set out in the Single Equality Scheme, which had been adopted by the Council in April 2012. The Strategic Human Resources Manager stated that the report contained a comparison between the current workforce and demographic information of the Borough as per the 2011 Census. She said that although the Council was no longer required to collect the data the authority had to have due regard to this information and its impact on policies and practices on people with protected characteristics, which included age, disability, ethnicity, gender. The workforce information showed that the Council did not currently reflect the demographic of the Borough in respect of ethnicity and age profile. However, it was noted that the age profile for the Borough showed a peak between the ages of 40-50 and the workforce peaked at 45-54. Due to the Council's commitment to encourage younger people into employment through the apprenticeship scheme the number of under 25's had increased. Officers explained that although employees were not obliged to declare any disability the number of employees who had declared a disability had increased slightly from last year. In respect to gender the Council employed more males than females, which was the opposite to the Borough profile. However, it was noted that, due to the physical nature of the work, most staff at the Depot were male. If consideration was only given to the Civic Centre staff then the workforce mirrored the Borough profile. Members raised concerns that a large proportion of staff did not feel it necessary to answer the equality monitoring questions when applying for a job. Officers stated that in previous years a survey had been sent to all staff to update their records and it was agreed that this would be actioned again.

Following a question, officers stated that positive action was taken when advertising jobs to try to encourage people from minorities to apply. The Executive Manager - Operations and Corporate Governance explained that there was very little staff turnover and therefore any perceived barriers to people joining the organisation were unknown and hard to quantify.

In respect of training the Board was informed that this was continually being improved and that it formed part of an employees' induction.

The Board was informed that the Council consulted with residents, employees and various organisations, including the Community Cohesion Network, on relevant policies and service delivery in order that their views and perspective on the impact of the policies could be considered before implementation.

It was AGREED that Members had considered and endorsed the report.

21. Performance Monitoring – Quarter 2 2013/14

The Performance and Reputation Manager presented a summary of the Council's performance for Quarter 2 of 2013/14. She explained that of the nine corporate tasks only one, Adopt the Rushcliffe Local Plan, was overdue. This task had been given a revised completion date of 30 June 2014 and the present milestones were on target.

In relation to the 34 performance indicators there were two highlights, 'LIFC08 percentage of invoices for commercial goods and services which were paid by the authority in payment terms' and 'LIFC20 average time taken to process Housing benefit/ Council Tax Reduction new claims and change events'.

There were also two exceptions, LICO23 burglaries per 1,000 households and LINS24 number of affordable homes delivered. Members recognised that, at present, burglary was a problem for the Police who were commencing a number of initiatives to combat this.

Following a question regarding the car park review the Board was informed that this would be considered by a Member Group in the near future.

With regard to a review of Members' expenses the Executive Manager - Operations and Corporate Governance stated that this was a matter for consideration by an Independent Remuneration Panel and was not part of the Council's four year plan.

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

22. **Work Programme**

The Board considered the report of the Executive Manager – Operations and Corporate Governance that set out details of the proposed work programme for the municipal years 2013/14 and 2014/15.

The Group AGREED its Work Programme.

Members were requested to forward their questions in relation to the Glendale Golf Annual Report to Member Services by 5 February 2013, for consideration at the next meeting.

The meeting closed at 9.05 pm.

Action Sheet

PERFORMANCE MANAGEMENT BOARD - TUESDAY 26 NOVEMBER 2013

Minute Number	Actions	Officer Responsible
17. Notes of the Previous Meeting	Further information regarding the Universal Credit pilot schemes be provided to all Members following evaluation of the scheme nationally.	Executive Manager - Communities
18. Leisure Centre Contract – Parkwood Leisure Annual Report	The Executive Manager – Finance and Commercial to present further information regarding the review of the Contract's strategic objectives before the next annual report to the Board	Executive Manager – Finance and Commercial
19. Climate Change Strategy Action Plan Update	Officers agreed to investigate the number of burials currently undertaken at the nearest site at Oxtan.	Community Development Manager
20. Equality and Diversity Report – 2012/13	Officers to investigate the recirculation of the equality monitoring data to staff	Strategic Human Resources Manager

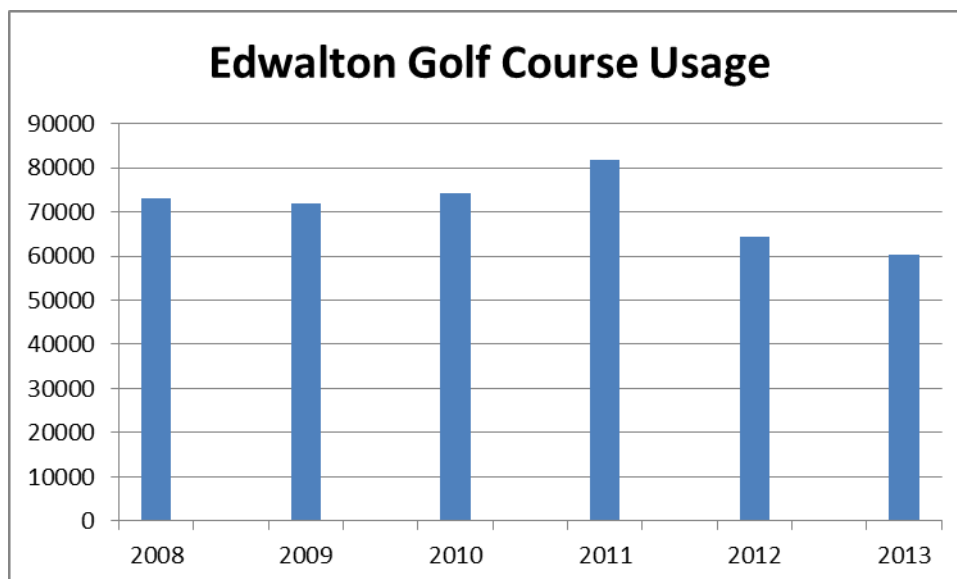
**ACTION UPDATE FROM THE PERFORMANCE MANAGEMENT BOARD
ON 26 NOVEMBER 2013**

Minute Number	Action	Officer Responsible	Response
17. Notes of the Previous Meeting	Further information regarding the Universal Credit pilot schemes be provided to all Members following evaluation of the scheme nationally.	Executive Manager - Communities	The Universal Credit Lesson Learnt report was submitted to the Department of Work and Pensions on 31 January 2014. The report will be reviewed, alongside the reports from other authorities involved in the pilot scheme, by the Department of Work and Pensions before publication. At this point a Member's briefing about the project and its outcomes will be circulated.
18. Leisure Centre Contract – Parkwood Leisure Annual Report	The Executive Manager – Finance and Commercial to present further information regarding the review of the Contract's strategic objectives before the next annual report to the Board	Executive Manager – Finance and Commercial	Please see Agenda Item 6
19. Climate Change Strategy Action Plan Update	Officers agreed to investigate the number of burials currently undertaken at the nearest site at Oxton.	Community Development Manager	In 2013, 69 (coffin) burials and a further 32 ashes burials took place at Tithe Green Burial Ground. The site was opened in 1999. 'Phase 1' was fenced off at 7 acres and will be full within the next 12 to 18 months. There should be space on the remaining 29 acres of land for at least another 60 years.
20. Equality and Diversity Report – 2012/13	Officers to investigate the recirculation of the equality monitoring data to staff	Strategic Human Resources Manager	Officers are currently undertaking a review.

Report of the Executive Manager – Finance and Commercial

Summary

1. The contract for the management of the Edwalton Golf Courses was awarded to Glendale Golf in December 2002 and extended for a five year period in 2012. The contract now has less than four more years to run. The report this year details activity for the calendar year of 2013, which is the contractual year. Information for previous years is also shown on a calendar year basis and will vary from previous reports where the information was based on the Council's financial year.
2. Usage for 2013 was 60,278 down on the previous year by just over 5,000 visits. This is attributable, in full, to a decline in the numbers of golf users; social use has remained broadly the same at around 12,000 users over the two years. This trend is not unique to Edwalton as golf courses across the country are seeing participation and membership numbers fall. The area of golf use that does continue to maintain participation is the junior section and coaching sessions offered for young people.



3. The annual user survey was carried out during September and October with 342 users of both golf and social facilities submitting responses. The overall satisfaction rating was 98% based on questions about the golf and social facilities and service.

- 97% of golfers rated the condition of the course as satisfactory or very satisfactory
 - 97% of golfers rated the Golf Professional service as satisfactory or very satisfactory
 - 100% of those questioned rated the bar and catering service as satisfactory or very satisfactory
 - Just under a half of the golfers questioned had played the game for less than 10 years
4. The use of the pavilion by various community groups has continued and grown over the past year.
 5. Glendale Golf's contract manager will provide a more detailed description of events and activities that have taken place over the past year.

Recommendation

It is RECOMMENDED that Members comment on the performance of Glendale Golfs' delivery of the contract over the past year.

Financial Comments

The contract generates £99,600 per annum which is uprated by Retail Price Index on 31 October each year.

Section 17 Crime and Disorder Act

The golf courses and pavilion provide activities that can be seen as diversionary to prevent crime and anti-social behaviour

Diversity

The golf courses and pavilion have a wide range of users from all sections of the community.

Background Papers Available for Inspection:

Edwalton Golf Course Annual User Survey 2013

Report of the Executive Manager - Corporate Governance and Operations

Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter three 2013/14, containing tasks from the Corporate Strategy 2012-16, and the corporate basket of performance indicators.

Recommendation






It is RECOMMENDED that the Performance Management Board consider the identified exceptions.

Details






1. The corporate scorecard, **Appendix 1**, includes detailed progress reports for each of the 9 tasks to be monitored in 2013/14 and the corporate basket of 34 performance indicators.
2. Numerical data used to calculate each performance indicator is included in **Appendix 2**.
3. The summaries for Revenue and Capital budgets are contained in **Appendix 3**.
4. Following the good practice established by the Performance Management Board, exceptions and highlights have been identified in the corporate scorecard. There are no new exceptions to report this quarter, and 2 highlights. More details are within **Appendix 1**.
5. There are 15 indicators that are green status (achieving or within 1% of target) and 2 have been selected as highlights:
 - LICO25 – Vehicle crimes per 1,000 population
 - LITR12 – Percentage of RBC owned industrial units occupied
6. There are 9 Corporate Tasks and all are underway; however ST14 - Adopt the Rushcliffe Local Plan is overdue. Full details are in **Appendix 1**.
7. The due dates of milestones of Strategic Task ST22 have been refreshed in order for progress to be accurately shown in the task status.





8. Status guide for this report.

Tasks

Task Status		
	Cancelled	Task has been cancelled before its completion
	Overdue	The task has passed its due date
	Warning	The task is approaching its due date. One or more milestones are approaching or has passed its due date
	Progress OK	The task is expected to meet the due date
	Completed	The task has been completed

Performance Indicators

PI Status		
	Alert	Performance is more than 5% below the target
	Warning	Performance is between 5% and 1% below the target
	OK	Performance has exceeded the target or is within 1% of the target
	Unknown	No data reported or data not due for this period (reported annually)
	Data Only	A contextual indicator, no target is set

Long Term Trends		
	Improving	The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years
	No Change	
	Getting Worse	
	New indicator, no historical data	

Financial Comments

There are no direct financial issues arising from this report.

Section 17 Crime and Disorder Act

There are no direct crime and disorder implications arising from this report.

Diversity

There are no direct diversity implications arising from this report.

Background Papers Available for Inspection: Nil



Performance Progress

Summary

- There are two new highlights within quarter 3, LICO25 - Vehicle crimes per 1,000 population and LITR12 - Percentage of RBC owned industrial units occupied.

Corporate Tasks

All 9 tasks are underway. ST14 – Adopt the Rushcliffe Local Plan remains overdue (red) and will continue into 2014/15. Three tasks are at amber due to incomplete milestones, however there has been progress and a refresh of milestone is appropriate for the new year to accurately show the outcomes from the work that has taken place and is being planned:

- ST15 – Support the regeneration of Cotgrave including new housing, employment opportunities and a vibrant town centre – once a decision from NHS England is received, progress can be made regarding the new health centre
- ST20 – Deliver the Council's Four Year Plan to reduce costs, generate income and adopt more effective delivery models – incomplete reviews have been put 'on hold' awaiting the adoption of the Transformation Strategy
- ST22 – Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio – milestones have not been met as a suitable tenant has not currently been found for Bridgford Hall and new opportunities have emerged to relocate the civic offices
-






These three tasks at amber remain on course to meet their target dates.







The remaining five tasks are at green status; and are progressing.





Performance Indicators

There are 34 performance measures in the corporate scorecard; 20 have data for quarter 3. 13 indicators have a positive trend showing an improvement in performance, 8 have a negative trend, and 13 are unknown as they are annual indicators and are not due to be reported this quarter.

Strategic Tasks



Task Status		
	Cancelled	Task has been cancelled before its completion
	Overdue	The task has passed its due date
	Warning	The task is approaching its due date. One or more milestones are approaching or has passed its due date
	Progress OK	The task is expected to meet the due date
	Completed	The task has been completed






Current Task Status	ST14		Target date	Corporate Theme	Lead officer	Success measurement
	Adopt the Rushcliffe Local Plan - Core Strategy		Revised date 29-Aug-2014 (original date 31-Jul-2013)	Supporting economic growth to ensure a sustainable, prosperous and thriving local economy	Dave Mitchell	Appropriate housing and supporting infrastructure is built following the adoption of the Rushcliffe Local Plan
Milestone Status	Milestone Due	Milestones	Completed Date	Progress		
	12-Dec-2013	Production of proposed major modifications to recommend to full council	12-Dec-2013	Proposed modifications to the Core Strategy were agreed at the Council meeting on 12 December 2013.		
	18-Dec-2013	Submission of major modifications to Planning Inspectorate together with other supporting work end	16-Dec-2013	All papers from the Council meeting, including a tracked change version of the proposed modifications, were sent to the Inspector on 16 December 2013.		
	05-Feb-2014	Consultation on proposed major modifications		Public consultation commenced week commencing 17 February 2014, and will be open for comments for 6 weeks. Comments will be collated and sent to the Inspector.		
	01-Mar-2014	Recommencement of examination by Inspector				
	29-Aug-2014	Core Strategy adopted				



Current Task Status	ST15	Target date	Corporate Theme	Lead officer	Success measurement
	Support the regeneration of Cotgrave including new housing, employment opportunities and a vibrant town centre	31-Mar-2020	Supporting economic growth to ensure a sustainable, prosperous and thriving local economy	Kath Marriott	Quality of life for residents in Cotgrave is improved through increased local employment opportunities, an enhanced local environment and excellent local shopping and social facilities
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	30-Dec-2013	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre		<p>The project is being included in the Government's One Public Estate pilot. No formal agreements over delivery of public sector accommodation have been reached at present but support from the One Public Estate pilot (run by the Cabinet Office) may assist this. This pilot is intended to facilitate public sector sharing their estate. Nottinghamshire County Council is one of the 12 pilot authorities.</p> <p>Following the restructure of the NHS, a decision is awaited from NHS England to progress the project and in particular the new health centre accommodation.</p>	
	30-Jan-2014	Agree heads of terms with developer for town centre scheme		A development agreement for the town centre will not be able to be signed until a fully costed scheme has been prepared and planning permission has been granted. Different ways of delivering the town centre are being explored with the potential for health to lead on some elements. This may lead to the town centre being developed in phases with Wilson Bowden taking the role of a development manager rather than as a traditional developer. This milestone is unlikely to be met before Autumn 2014.	
	11-Jun-2014	Developer to undertake a planning performance agreement for the town centre area.		<p>The developer produced a fixed masterplan in December 2013. Once the masterplan has been agreed we can start to work towards a planning performance agreement regarding what will be submitted in a planning application.</p> <p>This will be progressed once a viable scheme has been determined with the appropriate funding ear marked. This should be during 2014.</p>	


Milestone Status	Milestone Due	Milestones	Completed Date	Progress
▶	31-Jul-2014	Complete town centre acquisitions		<p>The Council acquired the shopping centre freehold in 2012 and is now managing this property with its other commercial properties.</p> <p>The Council agreed terms with one outstanding commercial property owner in the town centre but this subsequently fell through when the vendor wanted to vary the terms. Metropolitan Housing Association has secured all but one of the properties on Scotland Bank.</p> <p>Outstanding interests therefore include: one house, one freestanding retail unit, and several leasehold interests in the shopping centre (The Council owns the freehold.)</p>
▶	31-Jul-2014	Planning application to be submitted by developer for town centre area		<p>This cannot be achieved until there is a viable scheme for the town centre. It may be that a hybrid application is submitted for full planning permission for phase 1 (public sector accommodation and public realm) and outline planning permission for phase 2 (retail and anchor food store).</p>








Current Task Status	ST16	Target date	Corporate Theme	Lead officer	Success measurement
	Undertake an economic assessment of the Borough's potential for business growth	31-Mar-2016	Supporting economic growth to ensure a sustainable, prosperous and thriving local economy	Kath Marriott	The Borough is a more prosperous area with improved employment opportunities and thriving local businesses
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	24-May-2014	Report on progress of this priority to Community Development		<p>Economic information was collected and a separate economic assessment was not commissioned. An action plan was reported to the Community Development Group on 9 April 2013.</p> <p>Progress against the action plan will be reported to the Community Development Group on 6 May 2014.</p> <p>A developer forum was held on 27 January 2014 with developers and agents representing the major employment sites in the Borough attending, alongside Borough, County and Local Enterprise Partnership and Invest in Nottingham colleagues.</p> <p>This event explored the barriers to development in Rushcliffe and looked for any emerging solutions to bring sites forward.</p>	





Current Task Status	ST17	Target date	Corporate Theme	Lead officer	Success measurement
	Implement Welfare Reform, including: developing a local Council Tax support scheme and transferring housing benefit customers to the national Universal Credit system	31-Mar-2017	Maintaining and enhancing our residents' quality of life	Peter Steed	Vulnerable residents feel supported and are able to access advice and financial assistance which is administered transparently and fairly to those in need
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Dec-2013	Support Universal Credit by submitting final evaluation report	31-Jan-2014	<p>The final lessons learned report was submitted by 31 January 2014. The final reports from the 8 pilot authorities will be used to help guide other authorities through the Universal Credit process.</p> <p>Department of Work and Pensions will publish a guide for the rollout of Universal Credit from lessons learned from all pilot authorities.</p>	






Current Task Status	ST18	Target date	Corporate Theme	Lead officer	Success measurement
	Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise	31-Mar-2016	Maintaining and enhancing our residents' quality of life	Peter Steed	Rushcliffe residents continue to be able to access a wide range of leisure facilities and activities helping them to maintain healthy and active lifestyles
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Dec-2013	Approval to proceed to full business case and procurement for Arena Site, Rugby Road	14-Jan-2014	Cabinet received a report on the proposed Arena redevelopment at its meeting on 14 January 2014 seeking approval to improve the leisure facilities at the Arena site. Cabinet agreed the outline specification proposed by the Leisure Facilities Strategy Member Group, and requested further work be undertaken, particularly to develop the design and cost options to accommodate the Bowls and Squash components of the scheme.	
	18-Aug-2014	Contract award for build phase at the Arena site, Rugby Road, West Bridgford			
	30-Nov-2015	Build of new leisure facility at Rugby Road, West Bridgford completed			
	04-Jan-2016	Launch event and opening of new leisure facilities at Rugby Road, West Bridgford			





Current Task Status	ST19	Target date	Corporate Theme	Lead officer	Success measurement
	Facilitate activities for Children and Young People to enable them to reach their potential	31-Mar-2016	Maintaining and enhancing our residents' quality of life	Dave Mitchell	Young people living in the Borough are healthy, active, confident and engaged in the communities they live in
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Mar-2014	Develop the use of social media to promote local activities, events, business and key messages to young people	21-Jan-2014	<p>The YouNG project has been operating successfully for 18 months. A second group of 7 students was recruited in September 2013. A report on achievements to date was considered by the Community Development Group on the 21 January 2014. Highlights include:</p> <ul style="list-style-type: none"> YouNG Market – more than 30 stallholders and performers all aged 13 to 21 from Rushcliffe created a vibrant and successful first market in Central Avenue, West Bridgford 'Choose well' – The YouNG group have worked with NHS Rushcliffe Clinical Commissioning Group to identify key health issues for young people. The result is a 'Choose well' promotional campaign to raise awareness how to access services. The project will roll out after February half-term 'Tweeting' and 'Blogging' from community events including Rushcliffe's community and sports awards, Bridgfest music festival and West Bridgford Christmas Lights Switch-on Video production – the group have written scripts, filmed, edited and uploaded video content onto the internet promoting the local area. 	

Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	31-Mar-2015	Deliver Borough-wide multi-agency action plan		<p>A programme has been developed for 2014/15, which includes:</p> <ul style="list-style-type: none"> • Positive Futures – delivery staff for the Bingham project are being recruited and will be in post by April 2014, to enable the project to commence in this area from May 2014. Community Pride events have taken place in Radcliffe-on-Trent on 20 February at Wharf Lane and Keyworth on 21 February in Keyworth Square • The second YouNG market will be held in Bingham at Toothill School on 1 March 2014. The group are also working to raise awareness of the issues surrounding cyber bullying, access to health services, and will promote a range of community activities, events and local businesses • Rushcliffe YouNG Engagement Event - this mentoring initiative will be launched on 8 March 2014 at Trent Bridge cricket ground. The event will involve over 150 young people from across Rushcliffe and a wide range of inspirational business mentors, with the aim of raising aspirations and awareness of how to follow their chosen career path.

Current Task Status	ST20	Target date	Corporate Theme	Lead officer	Success measurement
	Deliver the Council's Four Year Plan to reduce costs, generate income and adopt more effective delivery models	31-Mar-2016	Transforming the Council to enable delivery of efficient high quality services	Kath Marriott	Residents of the Borough continue to receive the council services they require. The Council provides these services in a variety of different ways keeping Council Tax as low as possible
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Oct-2013	Graphic design, communications, printing and public consultation review completed	17-Dec-2013	This review commenced on 30 September 2013. Officers have generated ideas for the service area to identify efficient savings or improved working methods. The review has been completed, actions arising will be incorporated into plans for 2014/15.	
	31-Oct-2013	Member services review to be completed		Officers have identified 17 savings ideas which they can begin to implement that will generate £4,000 savings. There are a further 13 ideas which require more detailed consideration. The structure of the service is being considered in more detail to ensure best use of resources available.	
	29-Nov-2013	Dog and Pest Control review to be completed		To be completed after the review of the transformation programme.	
	31-Jan-2014	Car parking charges review to be completed		These reviews will be rescheduled to align with the Council's transformation agenda.	
	31-Jan-2014	Development Control review to be completed			
	31-Mar-2014	Back office service review to be completed			

Milestone Status	Milestone Due	Milestones	Completed Date	Progress
	30-Apr-2014	Planning policy review to be completed		These reviews will be rescheduled to align with the Council's transformation agenda.
	15-Mar-2015	Customer services review to be completed		
	31-Mar-2015	Future of golf courses		
	31-Mar-2015	Implementation of actions arising from previous reviews		<p>A report to consider the business case for establishing a Streetwise social enterprise was presented to Cabinet on 3 December 2013 and Cabinet agreed to progress to action the setting up of a wholly owned council company. A social enterprise will be established, and start operating from 1 July 2014.</p> <p>A Cooperation Agreement between Rushcliffe Borough Council and Nottingham City Council will commence on 1 April 2014 to deliver fleet maintenance and garage services across both geographical areas. This agreement has been achieved following recommendation by Cabinet on 10 September 2013 to explore the shared services approach.</p> <p>The Building Control service was reviewed in 2012/13 and partnership with South Kesteven District Council has been established and will be fully operational on 1 April 2014.</p>






Current Task Status	ST21	Target date	Corporate Theme	Lead officer	Success measurement
	Develop the use of technology to improve customer access and reduce costs	31-Mar-2016	Transforming the Council to enable delivery of efficient high quality services	Daniel Swaine	Residents are able to readily access Council services and information using a method that suits them
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Mar-2014	Design and develop web enhancements and channel shift opportunities		The corporate change of address form is being trialled by customer services. Once the trial is complete other forms will be included within the project and promoted to encourage greater public use.	
	31-Mar-2014	Refresh the core network infrastructure - 2013/14 programme		<p>The corporate wide (Civic Centre, Contact Centre and Depot) Wi-Fi solution was made 'live' in January 2014. ICT have also scoped out the requirements to replace ageing corporate backup solutions.</p> <p>In January 2014, the authority became compliant with the Public Sector Network (PSN) code of connection. This enables operational connections with DWP for housing benefits, 'tell us once' and secure email connectivity. In addition by maintaining the code of connection the authority positions itself to benefit from potential advantageous procurement opportunities for ICT technologies.</p>	
	31-Mar-2015	Applications review and refresh and the design and delivery of App solutions to support mobile technology			
	31-Mar-2015	Develop innovative solutions on the back of the introduction of Superfast Broadband/4G availability			













Current Task Status	ST22	Target date	Corporate Theme	Lead officer	Success measurement
	Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio	31-Mar-2016	Transforming the Council to enable delivery of efficient high quality services	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
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Dec-2013	New marketing campaign for the Hall following Cabinet decision September 2013	10-Feb-2014	The Hall will be remarketed with the services of a property agent from January 2014. A heritage statement for the Hall is being prepared. This will be required by English Heritage when considering any future planning applications for the Hall. Marketing is underway so this milestone has been marked as complete.	
	31-May-2014	Options appraisal for the Civic Centre and Council office accommodation		<p>An initial report on future options for the Civic Centre will be presented to Cabinet in March 2014. Currently space not utilised by the Borough Council is let out and serviced offices on levels 3b and 4 will be offered from April 2014.</p> <p>The milestone date for this piece of work has been extended to reflect the reports going to Cabinet on the future use of the Civic Centre and the leisure strategy (use of Arena site).</p>	
	30-Jun-2014	Agreed strategy to maximise the Council's portfolio		<p>There are several strands of work at present:</p> <ul style="list-style-type: none"> • Finding a tenant for the Hall • Reviewing the existing asset register (operational matters) • Undertaking the business case for a potential relocation of the Civic Centre (to the Arena). This was considered by the Corporate Governance Group and reported to Cabinet in January 2014. • Review of the use of Rushcliffe Lodge and any other assets that may be surplus to requirements • Future use of the Civic Centre – to be considered pending the decision over the relocation of the civic offices, with an interim report to go to Cabinet in March 2014. <p>The milestone date for this piece of work has been extended pending the reports to Cabinet regarding the future use of the Civic Centre and the Leisure Strategy (use of Arena site).</p>	

Summary of Performance Indicators

PI Status			Long Term Trends		
	Alert	Indicator is greater than 5% from target		Improving	The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years
	Warning	Indicator is between 5% and 1% from target		No Change	
	OK	Indicator has achieved target or is within 1% of the target		Getting Worse	
	Unknown	No data reported or data not due for this period (reported annually)		New indicator, no historical data	
	Data Only	A contextual indicator, no target is set			












Communities									
Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LICO36	Percentage of residents who believe they can influence decisions that affect their local area	-	-	50.0%	Reported annually			-
	LICO40	Percentage of customers satisfied with the development control service received	-	-	86.00%	Reported annually			90.00%
	LICO41	Percentage of householder planning applications processed within target times	-	-	91.09%	88.6%	88.00%		88.00%
	LICO61	Percentage of adults (16+) participating in at least 30 minutes of sport at moderate intensity at least once a week	36.1%	41%	-	Reported annually			-
	LICO62	Percentage of young people satisfied with the Borough as a place to live	-	-	-	Reported annually			-
	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school	-	-	-	Reported annually			-

Corporate Governance									
Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things	-	-	77.00%	Reported annually			-
	LICG17	Number of complaints received by the council at initial stage	96	116	61	34	-		-
	LICG28	Corporate Sickness	9.28	8.06	7.00	5.27	6.00		8.00










Finance & Commercial									
Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFC01	Percentage of users satisfied with sports and leisure centres	82%	84%	85.9%	94.0% (Nov)	75%		75%
	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	99.50%	92.75%	97.12%	99.52%	98.00%		98.00%
	LIFC09	Value of savings achieved through the Four Year Plan		£1.8m	£2.7m	Reported annually			£2.5m
	LIFC18	Percentage of Council Tax collected in year	98.90%	99.00%	99.10%	87.60%	88.00%		99.10%
	LIFC19	Percentage of Non-domestic Rates collected in year	97.80%	98.40%	99.00%	90.30%	87.60%		98.80%
	LIFC20	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	9.0 days	7.23 days	5.3 days	5.44%	9.0 days		9.0 days
	LIFC21	Percentage of council tax support customers satisfied with the service received	-	-	92%	Reported annually			-



Neighbourhoods									
Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LICO23	Domestic burglaries per 1,000 households	8.93	6.86	5.73	5.00	3.87		5.15
	LICO24	Robberies per 1,000 Population	0.66	0.54	0.18	0.18	0.12		0.17
	LICO25	Vehicle crimes per 1,000 population	6.68	4.25	4.04	2.59	2.72		3.63
	LINS01	Percentage of streets passing clean streets inspections	-	-	99.2%	98.8%	99.0%		99.0%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	-	-	71.0%	Reported annually			70.0%
	LINS17	Percentage of residents satisfied with the refuse and recycling service	-	-	75.0%	Reported annually			80.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	53.45%	51.15%	51.53%	50.83%	52.00%		51.00%
	LINS24	Number of affordable homes delivered	27	53	41	10	13		30
	LINS31	Percentage of applicants rehoused within 26 weeks of their application	-	-	-	63.8%	40%		40%



Transformation									
Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	99.2%	97.6%	97.0%	97.4%	94%		94.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre	72.1%	64.8%	72.8%	63.3%	70.0%		70.0%

Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR03	Percentage of transactions done through self-service	-	-	58.7%	67.0%	58%		58%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	-	-	79%	Reported annually			-
	LITR12	Percentage of RBC owned industrial units occupied	98.44%	98.7%	98.14%	99.92%	93%		93%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	-	£639,000	£755,000	£644,023	£584,058		£764,000
	LITR15	Percentage of privately owned industrial units occupied	-	88.6%	90.7%	91.3%	90%		90%
	LITR16	Increase in rateable value of commercial property in the borough	-	0.8%	-3.9%	Reported annually			1.0%
	LITR17	Percentage of households with access to at least 2mbps broadband in the home	-	77.0%	94.0%	Reported annually			96.0%

Performance Highlights

PI Status			Long Term Trends		
	Alert	Indicator is greater than 5% from target		Improving	The calculation within Covalent for trend is made from a comparison of the data for the current quarter with the same quarter in the three previous years
	Warning	Indicator is between 5% and 1% from target		No Change	
	OK	Indicator has achieved target or is within 1% of the target		Getting Worse	
	Unknown	No data reported or data not due for this period (reported annually)		New indicator, no historical data	
	Data Only	A contextual indicator, no target is set			

Neighbourhoods									
Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LICO25	Vehicle crimes per 1,000 population	6.68	4.25	4.04	2.59	2.72		3.63

Transformation									
Status	Reference	Description	2010/11	2011/12	2012/13	Q3 2013/14			2013/14
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR12	Percentage of RBC owned industrial units occupied	98.44%	98.7%	98.14%	99.92%	93%		93%

Performance Exceptions

There are no new exceptions in this report.

Numerical Data - Performance Indicators (Year to date)

Communities		
Numerical data	Reference	Description
Reported annually	LICO36	Percentage of residents who believe they can influence decisions that affect their local area
Reported annually	LICO40	Percentage of customers satisfied with the Development Control service received
420 out of 474 applications within 8 weeks	LICO41	Percentage of householder planning applications processed within target times
Reported annually	LICO61	Proportion of adults achieving at least 150 minutes of physical activity per week
Reported annually	LICO62	Percentage of young people satisfied with the Borough as a place to live
Reported annually	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school

Corporate Governance		
Numerical data	Reference	Description
Reported annually	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things
34 received	LICG17	Number of complaints received by the Council at the initial stage
1,663 days sickness out of 60,225 working days	LICG28	Corporate Sickness

Finance & Commercial

Numerical data	Reference	Description
867 ratings have been made	LIFC01	Percentage of users satisfied with sports and leisure centres
5814 out of 5858 paid in terms	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority within payment terms
Reported annually	LIFC09	Value of savings achieved through the Four Year Plan
£55,930,000 collected	LIFC18	Percentage of Council Tax collected in the year
£23,077,000 collected	LIFC19	Percentage of Non-Domestic Rates Collected in the year
1534 new claims 12,525 change events	LIFC20	Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events
Reported annually	LIFC21	Percentage of Council Tax Support customers satisfied with the service received

Neighbourhoods

Numerical data	Reference	Description
239 crimes	LICO23	Domestic burglaries per 1,000 households
22 crimes	LICO24	Robberies per 1,000 population
291 crimes	LICO25	Vehicle crimes per 1,000 population
32 fails from 2679 inspections	LINS01	Percentage of streets passing clean streets inspections
Reported annually	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough
Reported annually	LINS17	Percentage of residents satisfied with the refuse and recycling service
Recyclables = 6274 tonnes Composting = 9993 tonnes	LINS18	Percentage of household waste sent for reuse, recycling and composting
10 completions	LINS24	Number of affordable homes delivered (gross)
184 rehoused; 527 active applicants at end of December	LINS31	Percentage of residents rehoused by Choice Based Lettings within 26 weeks

Transformation

Numerical data	Reference	Description
698 out of 716 responders were satisfied	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
52,832 calls answered in 30 secs out of 73,324 calls	LITR02	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
400,401 self-serve 197,226 non self-serve	LITR03	Percentage of transactions done through self-service
Reported annually	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council
67 out of 68 units let	LITR12	Percentage of Rushcliffe Borough Council owned industrial units occupied
£644k received	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council
544 out of 596 occupied	LITR15	Percentage of privately owned industrial units occupied
Reported annually	LITR16	Increase in rateable value
Reported annually	LITR17	Percentage of households with access to at least 2mbps broadband in the home

Revenue Programme Monitoring

Revenue Variance Analysis by Service Area April 2013 - December 2013 (9 Months)

	Actual vs Budget to Date			Projected Outturn vs Budget		
	Budget YTD	Actual YTD	Variance (Under)/Over	Current Budget	Projected Outturn	Variance (Under)/Over
Communities	1,115,700	667,096	(448,604)	1,482,210	1,043,880	(438,330)
Corporate Governance	2,440,635	2,411,627	(29,008)	3,294,900	3,252,000	(42,900)
Finance & Commercial	2,622,899	2,524,807	(98,092)	3,003,930	2,881,630	(122,300)
Neighbourhoods	2,288,527	1,984,286	(304,241)	3,238,180	3,044,980	(193,200)
Transformation	495,314	335,536	(159,778)	676,840	576,550	(100,290)
Additional Grants						(93,790)
Total	8,963,075	7,923,352	(1,039,723)	11,696,060	10,799,040	(990,810)
Potential (Call on)/ Contribution to Earmarked Reserves						990,810
Reserves/Contingency						0
Budgeted Use of Balances						0
Net Use of Balances Available						0

Capital Programme Monitoring

EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation & Innovation	2,126	1,363	(763)
Neighbourhoods	2,542	2,219	(323)
Communities	814	470	(344)
Corporate Governance	365	303	(62)
Finance & Commercial	2,448	206	(2,242)
Contingency	2	0	(2)
	8,297	4,561	(3,736)
FINANCING ANALYSIS			
Capital Receipts	(5,967)	(2,509)	3,458
Government Grants	(628)	(598)	30
Other Grants/Contributions	(1,240)	(1,195)	45
Use of Reserves	(462)	(259)	203
	(8,297)	(4,561)	3,736
NET EXPENDITURE	-	-	-

Report of the Executive Manager – Finance and Commercial

Introduction

1. In accordance with the overview and scrutiny procedure rules in the Council's constitution, Councillors Jones and Wheeler have requested that the Strategic Objectives within the Council's Leisure Contract should be a topic for scrutiny. If the request is accepted, the scrutiny would be undertaken by this Group.
2. The constitution provides for a maximum of 15 minutes consideration by the Board prior to it deciding whether the item is suitable to be included within the scrutiny work programme. Councillor Jones and Wheeler have produced some brief details to justify and support their request, which are attached to this report.
3. This report is based upon the initial questions within the established scrutiny topic matrix which should be addressed when considering any request from a Member for a topic to be included on a future agenda. These include an officer assessment of the likely resource requirements that would be needed.

Initial questions to ask

A. Why would we do this?

The issue has been raised by Councillors Jones and Wheeler. The Performance Management Board has made no formal request to scrutinise the Leisure Contract's Strategic Objectives. As part of the request for scrutiny Councillors Jones and Wheeler have submitted supporting information which is attached as **Appendix A**. This outlines why they believe the objectives should be scrutinised. Within the supporting information they have also provided a brief summary of the existing Strategic Objectives attached as **Appendix A1** and suggested alternatives attached as **Appendix A2**.

To assist in consideration of the request for scrutiny, and also for clarity **Appendix B** sets out in detail the existing Strategic Objectives and the success criteria / performances measures as contained within the Parkwood Leisure Strategic Performance plan 2013 /18.

B. How does it link to the Council's Corporate Strategy?

The Corporate Strategy includes the Strategic task to 'Activate the leisure strategy to best provide facilities and activities as the conditions prescribed in the strategy arise', However a review of the Leisure Contracts 'Strategic Objectives' is not identified as an action to support delivery of this task.

C. What tangible benefits could result for the community or our customers?

It is not clear why a review of the Strategic Objectives would bring benefits for customers or the community beyond the existing contract management arrangements that are in place.

D. What evidence is there to support the need for a review?

The performance of Parkwood Leisure against the Strategic Objectives is reviewed quarterly during the Partnership Strategic Board meetings, chaired by Councillor Fearon, Cabinet Portfolio holder for Community Services. There has been no point during these meetings when Councillor Fearon has expressed a view that the existing objectives do not allow the performance of Parkwood Leisure to be effectively managed. On this basis no evidence has been presented by the Partnership Strategic Board or the relevant Cabinet Portfolio holder to support the view that a review of the Strategic Objectives is necessary.

E. What would we wish to achieve and why?

Should the Performance Management Board determine that a review of the strategic objectives is required they would need to identify what they are trying to achieve and how this might be measured.

F. Are resources available to undertake a scrutiny exercise and will the work programme accommodate it?

It should be noted that the Strategic Objectives form a part of the Leisure Contract and at the time the contract was awarded were agreed by all partners. It would appear to be only right for any new objectives to be similarly agreed. This has the potential for a lengthy and costly period of negotiation which would be above the expected level of work already planned requiring reprioritisation.

Are there reasons to reject the topic?

G. Is it in the scrutiny group's terms of reference?

Yes, this topic falls within the terms of reference of the Performance Management Board

H. Is it already being addressed?

No.

I. Is it part of a legal process / complaint / grievance procedure?

In the event that it is decided to review the strategic objectives any changes are likely to require amendments to the Leisure Contract documents which would require a rewrite of parts of the contract documentation. As previously highlighted this would require negotiation which is above the expected and programmed level of work.

J. Is it unlikely to result in real or tangible benefits?

Appendix B sets out in detail the existing Strategic Objectives and the success criteria / performances measures as contained within the Parkwood Leisure

Strategic Performance plan. It is evident from this document that an extensive range of performance information is reviewed quarterly as part of the Partnership Strategic Board meetings, chaired by Councillor Fearon. Additionally information is also provided to the Performance Management Board in the Annual Report submitted by Parkwood Leisure. On this basis it is unclear how a review would enhance or improve the existing arrangements.

K. If a detailed scrutiny exercise was needed is there sufficient capacity to support such a review?

Not at the current time taking into account the Board's work programme. This would require reprioritisation in order to ensure resources were available to support the review.

Summary

4. Councillors Jones and Wheeler have requested that the Strategic Objectives should be scrutinised and have explained their reasoning in the attached paper **Appendix A**.
5. **Appendix B** sets out the existing Strategic Objectives and the success criteria / performance measures as contained within the Parkwood Leisure Strategic Performance Plan 2013 /18.
6. The Council has approved a Corporate Strategy that includes transforming the way the Council works to ensure that it can manage the very challenging financial pressures that will have to be faced over the next decade. Capacity has, by necessity, been reduced over recent years as a result of budget constraints. Consequently, having regard to current commitments, including the work around the implementation of the Leisure Strategy, there is insufficient staff capacity to undertake a review of the Leisure Contract Strategic Objectives outside of the anticipated negotiations with Parkwood Leisure.
7. Therefore, if such a review were to be supported, outside of the contract negotiations it would need to be scheduled into the future work programme requiring reprioritisation of resources.

Financial Comments

If it is decided that this topic should be scrutinised there could be financial implications which would need to be properly assessed and budgeted for in 2014/15.

Section 17 Crime and Disorder Act

No specific implications

Diversity

No specific implications

Background Papers Available for Inspection: Nil

LEISURE CONTRACT STRATEGIC OBJECTIVES
SCRUTINY REQUEST – COUNCILLOR JONES AND WHEELER

Supporting submission for the Performance Management Board

This document has been provided by Councillor Jones in support of his request.

1 Introduction

- 1.1 This paper is presented by the Chair and the Vice-Chair of the Performance Management Board. The proposal is that the Performance Management Board agree to call for a full report to our next meeting. [In the event the Board so decide and if recommendations are made to Cabinet, we are advised that this is the required formal process (as per Part 4 Rules of Procedure – Overview and Scrutiny – page 41 point 8 ‘agenda items).]
- 1.2 The proposal is to seek a refresh of what we considered to be the outdated performance management objectives and measures for Leisure Centres and take account of suggestions made on behalf of and from Members of the Performance Management Board.

2 Relevant Information

- 2.1 Performance Management Board has considered reports both written and verbal by Managers of the Leisure Centres run by Parkwood and those managing East Leake Leisure Centre and the Council’s Contract Manager. In general Members have observed the enthusiastic and informative descriptions of the services and the considerable gap between these descriptions, Member views of what matters and the Council’s now dated performance measures.
- 2.2 The current performance measures appear to originate at the start of the contract with Parkwood in August 2007 and were not updated when the contract was renewed to create a Non Profit Distributing Organisation in November 2010.
- 2.3 In February 2013, the Board was presented with the report based on the original performance measures and Parkwood presented their fifth annual report. The view of Members of the Board on 19 February 2013 was that the existing performance measures should be updated so that they do justice to the service and give the Council a more accurate reflection of the services provided and the success or otherwise in each aspect.
- 2.4 Some of the objectives were out of date, some very limited and inflexible over time. Methods of engaging with users groups had changed. The Board considered that comparable numerical data showing the trends over time was required.
- 2.5 The relevant notes of the meeting show that following a discussion about engagement with customers and sports group, the Board was informed by the Leisure Contracts Manager that there would be a review of strategic objectives which would be presented to the Partnership Board. “Members agreed that the objectives needed to be clarified and simplified but felt 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 objectives.”

- 2.6 The Chair and Vice Chair discussed the issues raised. Following the meeting a paper was sent to Officers with a suggested structure based on comments made by Members, Leisure Contractor reports and having regard to other performance reports.
- 2.7 At the Board’s meeting on 23 April 2013 action point 27 required that an update on the objectives was contained within the next report in November 2013. The Officer response was that comments made by members are being considered alongside the changes identified by officers to ensure that strategic objectives are measurable and meaningful and will be reported to the Board in November.
- 2.8 On 26 November 2013 the annual report on the Leisure Contract was presented to Performance Management Board. The same ten strategic objectives were used and no changes were reported.
- 2.9 Appendix A1 lists the current strategic objectives and criteria. Appendix A2 lists the suggestions made for the structure and content of performance.

It is recommended: that Performance Management Board agree to add this item to our agenda for the meeting on the 22 April 2014 for a full report to be presented on proposed updated Performance Objectives, Indicators and Measures.

Cllr Gordon Wheeler and Cllr Rod Jones

Current Strategic Objectives and Success Criteria

1 Develop the leisure centre facilities.

Total usage

Swimming usage

Aerobic Usage

2 Develop new service for young people

Usage

3 Continue to use the leisure card

65% of residents hold a card

4 Improve the use of information technology

100% transactions available electronically

5 Improve partnership working

500 attendances per annum at 'user meetings'

6 Improve the approach to marketing

75% of residents aware of Council facilities

7 Establish a value adding contract for leisure centres

Reduce revenue costs and increase customer satisfaction levels. 75% of customers fairly or very satisfied. Quest scores 70%

8 Improve financial viability of the centres.

Reduced revenue costs

9 Improve community involvement in developing the service

Establishment of customer focus groups at each centre

10 Improve the approach to performance management and continuous improvement.

Achievement of Quest accreditation at each site. Achievement of Investors in People award by 2013.

Suggestions for Strategic Objectives, Indicators/Measures

- 1 Develop use of Leisure Centre Facilities**
BOOKED PUBLIC SESSIONS – this year vs last year
Total users by all – for each Centre
Total users – for each Centre under major activities provided i.e. swimming, aerobics, gym, station gym, indoor courts, outdoor courts, bowls & total usage.
Total Young People for activities specific to them
Total residents with significant disability for activities specific to them
HOLIDAY SCHEMES – this year vs last year
Weeks provided per centre and attendance
- 2 Develop public loyalty to the Centres**
HIGH LEVELS OF CUSTOMER SATISFACTION - this year vs last year
Satisfaction level per centre per number surveyed
Number of recorded complaints/concerns per centre.
LOYALTY – this year vs last year
Number of leisure cards in total
Number issued in the year.
VOLUNTARY COMMUNITY SPORTS GROUPS BASED AT CENTRES– this year vs last year
Number of groups regularly based – for each Centre
Number of young people involved –for each Centre
- 3 Develop public awareness of Centre Facilities - this year**
ADVERTISING
RBC use of RBC website & notice boards
Level of use of Parkwood website
Level of online vs office booking
INITIATIVES this year
e.g. through loyalty card holders, voluntary sports groups.
ACCESSIBILITY
Changes to Centre accessibility this year vs last year
Postcode analysis shows ? percentage per centre of card users within 5 miles.
- 4 Maintain high health and safety and service standards - this year**
RBC inspections – number – satisfaction levels – key themes.
Centre & grounds asset improvements - RBC Major improvements to Centres/changes to plant
Safeguard health ? e.g. measures to reduce infection risks, legionella and improvements made this year.
Cleanliness measures? And improvements made.
Safeguard children – training and designated people
Quest inspections & scores per centre.
- 5 Work in Partnership with local bodies & RBC Policy - this year**
Action to reduce carbon emission as per climate change strategy
Action to improve recycling.
Maximise community involvement & mutual advantage– e.g. number of regular review discussions by Managers with Leaders of user groups.

Promotional action with youth facilities, schools, local community centres.
Promote healthy living opportunities – e.g. health service initiatives and GP referrals.

Appendix B

Existing Strategic Objectives and success criteria / performance measures

Parkwood Leisure Strategic Performance Plan 2013-18

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – Dec 2013	Links to related strategic outcomes and related plans
OBJ1	<p>Develop the leisure centre facilities Develop the leisure centre facilities at</p> <ul style="list-style-type: none"> • Rushcliffe Arena • Bingham leisure Centre • Keyworth Leisure centre • Rushcliffe Leisure Centre • Cotgrave Leisure Centre <p>In line with the Strategic Outcomes as contained in the Rushcliffe Leisure Facilities Strategy 2011-16</p>	<p>Usage levels at leisure centres are at least improved to a total of 1,159,493 by end of year two 2012/13</p> <p>Swimming Target</p> <p>RLC – 173500 BLC – 108000 CLC – 107000 KLC – 74000</p> <p>Aerobic Target</p> <p>RLC – 23750 BLC – 23750 CLC – 14650 KLC – 4600 RA – 5600</p> <p>19 GP Practices on board and 75% participants take part to the end of the GP Referral course</p> <p>Membership Attrition 5%</p>	<p>Total Apr 2009 - Mar 2010 = 288,704</p> <p>114038 74355 64959 52110 20695 21311 15059 5795 9846</p> <p>25 referrals for the quarter – 32 GP practices as well as the QMC and City Hospital have referred patients.</p> <p>Current attrition (as at June 09) = 5.56%</p>	<p>Leisure Facilities Strategy 2011</p>
OBJ2	<p>Develop new services for young people</p> <p>Develop a range of services specifically targeted at young</p>	<p>Number of courses staged and numbers of young people attending as per</p>		<p>Well Being Life Lessons</p>

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – Dec 2013	Links to related strategic outcomes and related plans
	people to improve active lifestyle, run with young people's involvement	individual site plans Junior Activities RLC – 52500 BLC – 29300 CLC – 47500 KLC – 5600 RA – 34800 Contribution to the '5 hour offer' measured to be confirmed with other partners	40195 23683 41812 5184 18682 <ul style="list-style-type: none"> • Sportivate funding to deliver a new range of activities Sway dance programme, • Junior Pump at KLC, RLC, CLC, BLC, • Active Rushcliffe partnership work • Disability Active Forum 	
OBJ3	Continue to use the existing leisure card system Develop the leisure card scheme, to support the strategic outcomes and maximise, PARTICULARLY the incentive for those on low incomes and young people to use the services	Uptake of the loyalty card by 65% of the Rushcliffe population	29.459 new loyalty cards issued to date	Social Inclusion Well being
OBJ4	Improve the use of Information Technology Improve the use of information technology to:	100% of transactions available electronically Split of usage by gender and age reflects that in the	Member split RLC - 746 RA - 588 CLC - 500	Social Inclusion Well being Community safety

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – Dec 2013	Links to related strategic outcomes and related plans
	<ul style="list-style-type: none"> • Create more opportunities to book the facilities and activities • Make booking easier and faster • Enable more people to use the centres by removing price as a barrier • Encourage greater loyalty and increased use of the leisure centres • Provide management information regarding who uses the leisure centres to assist in measuring and developing the services 	<p>community as a whole. Postcode analysis identifies appropriate spread of users from across the borough.</p>	<p>BLC - 796 KLC – 358</p> <p>Promotion of online web bookings and automated responses</p> <p>New website www.leisurecentre.com</p> <p>Automated email responses</p> <p>Set up of Q codes</p> <p>Use if social media to promote and offer services</p>	
OBJ5	<p>Improve partnership working</p> <p>Establish and improve Contract arrangements with a variety of community groups to engage more young people and adults from all parts of the community in regular sport and physical activity and to develop self-sustaining community groups</p>	<p>Participation and volunteering rates are maintained above those identified nationally through Active England surveys</p> <p>Meetings held at each site on a quarterly basis with total participation achieving 500 people attending each year.</p>	<p>A number of focus group meeting held across the facilities – total attendance to date 516 people.</p> <p>RLC 155 KLC 32 BLC 25 CLC 174 RA 130</p> <p>Total attendances to date 516</p>	<p>Well Being Community Safety Social Inclusion</p>
OBJ6	<p>Improve the approach to marketing</p>		<p>Non user survey completed August</p>	<p>Social Inclusion</p>

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – Dec 2013	Links to related strategic outcomes and related plans
	Create an innovative approach to engaging all parts of the community in sport and active recreation in partnership with the sport development function and other cultural services		2013 Expressions shopper survey carried out Non user satisfaction survey completed August 2013	
OBJ7	<p>Establish a value adding Contract for the leisure centres</p> <p>Develop a modern long-term synergistic partnership between the Council and the Contractor, focussing on continuous value improvement</p>	<p>Reducing revenue costs and increasing customer satisfaction levels</p> <p>75% customer fairly or very satisfied 10% customers dissatisfied with overall service</p> <p>Quest scores 70 %</p> <p>Average speed for response to customer complaints 3 days</p> <p>Response to letters within 5 working days</p> <p>85% of people making complaints satisfied with the handling of the complaint</p>	<p>Current Customer Satisfaction based on recent large scale survey 81.9%</p> <p>Successful re- /accreditation of all 5 centres with Quest – all above 70% up to 82%</p> <p>Complaints being handled as per targets.</p>	<p>Social Inclusion</p> <p>Well Being</p> <p>Community Safety</p>
OBJ8	<p>Improve the financial viability of the Centres</p> <p>Increase income where this does not adversely affect other Strategic Outcomes, maximise the revenue savings</p>	<p>Reduced revenue costs and value for money to council tax payers</p> <p>Improved satisfaction with the service by users and non-</p>	<p>NPDO commenced February 2011</p>	

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – Dec 2013	Links to related strategic outcomes and related plans
	arising from the externalisation and translate this into investment in the facilities.	users Measured by General Household Survey results		
OBJ9	<p>Improve community involvement in developing and improving the service</p> <p>Involve more customers and people from the community in identifying and planning developments and improvements to the leisure centre service</p>	<p>Establishment of customer focus groups at each leisure centre. Meetings held at each site on a quarterly basis with total participation achieving 500 people attending each year.</p>	<p>A number of focus group meeting held across the facilities – total attendance to date 516 people.</p> <p>As above OBJ5</p>	<p>Social Inclusion</p> <p>Community Safety</p>
OBJ10	<p>Improve the Leisure Centres approach to performance management and continuous improvement</p> <p>Implement an integrated performance review and improvement system of the Leisure Centres is systematically planned, measured and improved</p>	<p>Achievement of Quest accreditation and maintain accreditation</p> <p>Achievement of Investors in People award by April 2010 and maintain accreditation</p>	<p>Successful re-/accreditation of all 5 centres with Quest – all above 70% all site in highly commendable quartile</p> <p>IIP criteria established action plan and steering group formed. Accreditation attained again in 2012</p>	

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 2013/14 and 2014/15.

Recommendation

It is **RECOMMENDED** that the Performance Management Board agrees the proposed rolling work programme for 2013/14 and 2014/15.

Details

Date of Meeting	Item
25 February 2014	<ul style="list-style-type: none"> • Annual Report – Glendale Golf • Performance Monitoring – Quarter 3 2013/14 • Request for Scrutiny • work programme
22 April 2014	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Work Programme
17 June 2014	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Diversity Annual Report 2013/14 • Performance Monitoring – Quarter 4 2013/14 • Annual Report 2013/14 • Work Programme
16 September 2014	<ul style="list-style-type: none"> • Review of Complaints and Ombudsman Letter 2013/14 • Performance Monitoring – Quarter 1 2014/15 – including the Corporate Basket of Indicators • Work Programme
25 November 2014	<ul style="list-style-type: none"> • Annual Report – Parkwood • Performance Monitoring – Quarter 2 2014/15 • Work Programme

Date of Meeting	Item
3 February 2015	<ul style="list-style-type: none"> • Annual Report – Glendale Golf • Work Programme
24 March 2015	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Performance Monitoring – Quarter 3 2014/15 • Work Programme

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