

When telephoning, please ask for: Member Services
Direct dial 0115 914 8481
Email memberservices@rushliffe.gov.uk

Our reference:
Your reference:
Date: 10 April 2014

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 22 April 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 25 February 2014 (pages 1 - 5)
4. East Leake Leisure Centre - Annual Report 2013

The report of the Executive Manager – Finance and Commercial is attached (pages 6 - 7).

5. Parkwood Leisure Contract - Review of Strategic Objectives

The report of the Executive Manager – Finance and Commercial is attached (pages 8 - 19).

6. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 20 -21).

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.

NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 25 FEBRUARY 2014

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

PRESENT:

Councillors D G Wheeler (Chairman) Mrs S P Bailey, A M Dickinson (substitute for Councillor Nicholls), R M Jones, A MacInnes, S J Robinson, J A Stockwood, J E Thurman,

ALSO IN ATTENDANCE:

D Kerrison General Manager, Glendale Golf Course

OFFICERS PRESENT:

C Caven-Atack	Performance and Reputation Manager
B Knowles	Leisure Contracts Manager
I Meader	Performance Officer
V Nightingale	Senior Member Support Officer
D Swaine	Executive Manager - Operations and Corporate Governance

APOLOGY FOR ABSENCE:

Councillor B A Nicholls

23. Declarations of Interest

There were none declared.

24. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 26 November 2013 were accepted as a true record.

With regards to the actions from the previous meeting the Executive Manager - Operations and Corporate Governance explained that the majority of the personal data was collected at the start of people's employment with the Authority. He stated that officers from Human Resources were reviewing the information held.

25. Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2013

The Leisure Contracts Manager presented a report regarding the Council's contract with Glendale Golf to manage the Edwalton Golf Courses. He stated that the contract had initially been awarded for ten years in 2002 and that it had been extended for a further five years. He explained that, as monitoring had been re-aligned with the contract, usage was now shown by calendar year. Unfortunately due to the bad weather during 2013 usage was lower than in the previous year. He also stated that golf participation, as a sport, had

been declining throughout Europe with some well established clubs having to close.

With regard to the annual satisfaction survey Members were informed that the overall satisfaction figure was 98%. The Leisure Contracts Manager stated that staff had worked hard to increase the use of the pavilion by community groups and associations.

Ms Kerrison, Glendale's General Manager, gave her annual report. She reported that although the number of people using the course during January to May 2013 was less than data recorded for 2012, usage had increased from June 2013. She was also pleased to say that usage had increased in January and February 2014. From the user satisfaction survey it was noted that the users found the facilities to be good and it had been recognised that the condition of the greens had been well maintained.

Ms Kerrison explained to the Board the various initiatives that had been undertaken to encourage people to start or continue playing golf, especially those for children and young people. Glendale had a full calendar of competitions, supported charity events and had also run promotions to encourage use of the facilities during the winter months.

The Club's work with young people was increasing and its Academy ran training programmes for under 8's and over 8's and held activities during the school holidays. The Club had its annual 'Imps' competition and this year had been invited to host a 'Nippers' tour event for the Golf Association as well as being part of the County golf tournament for more experienced young players.

The Club had worked with eight primary and four secondary schools which had led to the Academy being recognised nationally when it had won the HSBC Golf Roots Bonnallach Award. As well as working with schools the Club had visited several businesses and held workplace taster sessions.

The social side of the Club had remained buoyant during 2013 with many community groups using the pavilion on a regular basis. The clubhouse was also used for a variety of functions from quizzes to large family events. Members stated that, as there was no village hall in Edwalton, this facility was highly valued by the community. It was noted that there was a 100% satisfaction level for the bar and catering facilities. Ms Kerrison explained that as the prices were kept affordable the catering aspect of the business had not declined during the current economic climate.

Ms Kerrison concluded that, due to the current economic climate, 2014 would not be an easy year she was confident that Edwalton could survive and thrive due its principle of being open to everyone, welcoming to everyone and able to assist people in achieving their aim of playing golf to whatever standard they required.

Following a question Ms Kerrison stated that Edwalton was a progressing course and that it was natural that people would learn how to play the game and move on to other courses. However, as people matured they often came

back to Edwalton, especially when 18 holes was too onerous, and the Club had a very thriving over 70's membership.

Members queried the profile of the Club and were informed that 20-30% were women and that there had been special promotional offers to increase the number of ladies playing. In respect of Edwalton not having any female coaching staff Ms Kerrison did not feel that this was a disadvantage although it was recognised that the English Golf Union was trying to encourage a greater takeup by ladies.

In respect of membership of the Club the Board was informed that there used to be a static year's membership from 1 April to 31 March, however Glendale had changed this to a rolling membership which had encouraged more people to commit to the Club. Members asked if the membership figures could be included in future reports.

Some Members felt that the usage table could be expanded to include other factors such as weather and the number of hours available for play. Officers expressed concerns as this would be a difficult calculation as it was difficult to quantify when people would play as this was very subjective. Members were assured that the course was very rarely closed to the public due to weather conditions and only when it was deemed unplayable.

With regard to the courses and the clubhouse Members asked if the Council could help to promote the facilities. Ms Kerrison stated that the course was on the Council's website and that posters were placed in the leisure centres and the Rushcliffe Community Contact Centre. The Leisure Contracts Manager explained that the Communications Team had been assisting with the Club's aspiration to encourage more lady golfers via tweet, the website and there would be an article in the next Rushcliffe Reports.

The Chairman thanked Ms Kerrison for attending the meeting and answering Members questions and for agreeing to circulate her report to the Board.

It was AGREED that Members accepted the performance of Glendale Golf's delivery of the contract over the past year.

26. Performance Monitoring - Quarter 3 2013/14

The Performance and Reputation Manager presented the performance figures for quarter three of 2013/14. Members were informed that there were no new exceptions this quarter and that the three exceptions identified earlier in the year were now improving but they would not be able to achieve the annual target. In respect of highlights two indicators had been identified, the percentage of RBC owned industrial units occupied and vehicle crimes per 1,000 population.

With regard to Strategic Task 14 Members acknowledged that the public consultation had commenced on 24 February 2014 and not 17 February as stated.

Following a comment regarding the milestone dates for the Cotgrave Masterplan the Performance and Reputation Manager explained that the

milestones would be refreshed following this meeting, however it was felt that it was important that Members were informed that, due to external circumstances, the original dates had not been met.

In respect of the Council's property portfolio the Executive Manager - Operations and Corporate Governance explained that the performance indicator only included industrial units. He stated that other property such as The Hall, The Point, and parts of the Civic Centre was a separate issue and the Corporate Governance Group had made some suggestions regarding the scrutiny of the Council's portfolio.

It was AGREED that the Performance Management Board noted the identified exceptions.

27. Request for Scrutiny Leisure Contract – Strategic Objectives

Councillors Wheeler and Jones had made a request for the Board to consider scrutinising the strategic objectives of the leisure contract with Parkwood Leisure. The Executive Manager - Operations and Corporate Governance explained that the Constitution provided a mechanism for these requests to be considered and subsequently there would be 15 minutes for consideration for the Board to decide if it wished to include this item on its work programme.

With reference to the report the Executive Manager - Operations and Corporate Governance explained that the Councillor Fearon, Cabinet portfolio holder for Community Services chaired the quarterly Partnership Strategic Board meetings which reviewed the performance data. By referring to the report he added that Councillor Fearon had not provided any indication of a need to review the performance measures and there had been no adverse comments from the Strategic Board. Commenting further he explained that this data was also presented to the Performance Management Board on an annual basis. He also explained that the strategic objectives were part of the contractual agreement with Parkwood Leisure and any changes could incur additional costs to the Council.

Councillor Wheeler stated that at the Board's meeting in February 2013 the strategic objectives of the contract had been discussed and that a proposal had been made to consider these in order that they could more accurately reflect the services provided. After that meeting he and Councillor Jones had sent a paper to the Executive Manager – Finance and Commercial as requested. He stated that Members were informed in April 2013 that these comments would be considered by the Partnership Board. However, at the Board's meeting on 26 November 2013 the same ten strategic objectives had been used. He felt frustrated and was now requesting that the consideration of the strategic objectives should be placed on the Board's work programme.

Councillor Jones supported the comments and added that as the Council was considering how it provided leisure facilities in West Bridgford and therefore possibly making changes to the contract this was an opportune time to clarify the performance measures. He added that it was clear officers had been trying to block this particularly scrutiny exercise and this was evident from the background to it and comments in the report. In response the Executive Manager - Operations and Corporate Governance indicated that whilst

Councillor Jones was entitled to his view this was not the case. He added that the report now before the Board was written in line with the scrutiny topic matrix and its format was consistent with other such reports considered by other Scrutiny Groups when requests had been made to look into a particular matter. The report presented a balanced and fair representation of the relevant facts and it was for the Board to determine if the matter should be added to its work programme. Furthermore he had worked to assist the Board by providing advice on the Council's constitutional provisions dealing with such an issue which now enabled the matter to be dealt with properly. He believed this clearly indicated a professional approach which was facilitative and not restrictive.

Following a discussion regarding the contract, which would operate until 2022, and potential implications the Board agreed to include this issue on their work programme.

28. Work Programme

The Board considered its work programme and agreed to include a discussion on the Leisure Contract's strategic objectives on 22 April 2014. It was also agreed that the Diversity Annual Report 2013/14 should be removed from the meeting on 17 June and included in the work programme for 16 September 2014.

Members were asked to consider any questions they would like to submit for the next meeting when the Group would be considering the performance of Carillion Leisure.

The meeting closed at 8.00 pm.

**Action Sheet
PERFORMANCE MANAGEMENT BOARD - TUESDAY 25 FEBRUARY
2014**

Minute Number	Actions	Officer Responsible
25. Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2013	Members requested that future reports should include the Club's membership figures	Leisure Contracts Manager
Response		
The Leisure Contracts Manager has agreed to include the Club's membership figures in all future reports.		

Report of the Executive Manager – Finance and Commercial

Summary

1. This is the fourth annual report for the East Leake Leisure Centre to be presented to the Performance Management Board for consideration. The annual report is one of the outcomes of the existing agreement with Carillion plc.
2. The actual costs of the East Leake site includes the Private Finance Initiative unitary payment of £305,211 (£269,235 in 2012/13), the National Non-Domestic Rates payment of £102,678 (£99,844 in 2012/13), utilities and management fee of £205,034 (£170,878 in 2012/13). The unitary payment covers the capital cost of the leisure centre build and lifecycle costs associated with the leisure centre facilities. The unitary payment has increased this year due to indexation. The performance measures drawn up alongside the financial arrangement include a minimum annual usage of 180,000: collection of customer satisfaction comments and a 75% satisfaction target and to offer a broad range of activities to include children's holiday activities programmes.
3. The governance arrangements and performance measures are monitored throughout the year by the Strategic Board (chaired by Councillor Fearon). In addition there are monthly meetings between the Leisure Contracts Manager and the Leisure Centre Manager.

Leisure Contract Manager's Comments

4. The quality of service provided at East Leake is measured against the Sport England 'Quest' quality assurance guidelines with a target score of 70% to be achieved at inspections. The recorded performance at East Leake over the past year has been 75%. The level of usage this year was lower than the previous year at 201,797 compared to 211,952 in the previous year. This is largely due to the timings of learn to swim courses, five were held in 2012 compared to four in 2013 and is the second highest annual usage figure achieved to date. Learn to swim courses now operate throughout the year not just during school term times. Similarly income was down to £373,211 compared to £411,020 in 2012, a swimming course raises around £25,000 in income.
5. Utility usage increased across all three utilities which is disappointing following a mild winter. The financial risk on use lies with Carillion but from a bigger picture point of view the Council is striving to reduce utility use and consequent carbon emissions.

6. Customer satisfaction scores continue to be very high at 99% over the year. Staff collects both formal and informal feedback from users which has generated 341 comments over the year. The programme of activities includes a broad range of exercise classes, club and casual use and school holiday activity programmes. The Leisure Centre currently has around 450 members. Carillion staff will make a presentation at the meeting detailing the performance of the Leisure Centre in 2013.

Recommendation

It is RECOMMENDED that the Board note the performance of the East Leake Leisure Centre in 2013.

Financial Comments

The budget for 2013/14 includes provision for the sums included in paragraph 2 and they would need to be contained within existing budgets included in the Financial Strategy for 2014 to 2018/19.

Section 17 Crime and Disorder Act

No implications arising from this report.

Diversity

No implications arising from this report.

Background Papers Available for Inspection:

East Leake Leisure Centre Annual Report 2012 and 2013.

Report of the Executive Manager – Finance and Commercial

Background

1. At the meeting of the Performance Management Board on 25 February 2014 a Request for Scrutiny of the Leisure Contract Strategic Objectives report was considered. At this meeting Councillors Wheeler and Jones submitted a report outlining their proposals for re-configuring the Strategic Objectives. Following discussion of this topic the Board agreed to include a review of these objectives in their future work programme.

Recommendation

It is RECOMMENDED that the Performance Management Board considers the strategic objectives and associated performance measures in order to determine if there are areas where a review is required.

Details

Existing Objectives

2. As part of the work undertaken by Members when developing the initial Leisure Strategy an exercise was undertaken to clarify and confirm the reasons why the Council provided leisure facilities. This resulted in the inclusion of five headings within the Leisure Strategy which act as a guide to delivery and development across the whole of the council's leisure portfolio and are:
 - Well-being
 - Community Safety
 - Social Inclusion
 - Life Lessons
 - Enhanced Environment
3. When the performance framework for the Leisure Contract was being developed these reasons were used as a guide to assist in the formulation of the strategic objectives and each one is linked to one or more of these reasons.
4. Should any changes be made to the strategic objectives it will be important that the link to the Leisure Strategy remains, any new objectives should have a clear link back to one or more of these areas. The existing Strategic Objectives have been developed to include greater detail and include Actions,

Progress, and Success Criteria etc. The table at **Appendix A** provides an example of the information provided to the Cabinet Portfolio holder at the Quarterly Strategic Partnership Board meetings.

Parkwood Leisure Contract – Governance Arrangements

5. A two tier approach has been adopted to improve the development of the Contract and Partnership arrangements between Rushcliffe and Parkwood. Clear governance arrangements at both strategic and operational levels have been implemented. The Quarterly Partnership Board (chaired by the Cabinet Portfolio holder for leisure) oversees the contract at a strategic level, the meeting reviews performance against the strategic objectives, the financial performance, investment plans, and proposals for development, variation and modification. The information connected to the performance against the strategic objectives is reported in the same format as that used in Appendix A and as such provides the Portfolio Holder with detailed information at regular intervals throughout the year which is used to assess and challenge performance.
6. This work is supported by an Operational Contract Management Board which meets on a monthly basis. Representatives at this meeting are the Leisure Contracts Manager and Packwood's Regional Director and Contract Manager. This meeting reviews the following items:
 - information supplied by Parkwood and in particular agrees the performance management and other information in order to ensure that the Contract is being delivered as required
 - any proposed variations and seeks to resolve any potential disputes in connection with these including any volume changes and proposed amendments
 - considers any business development proposals which originate from any party and if appropriate these will be further considered by the Partnership Board
 - inter-party and external communications
 - review any complaints and the outcome of any customer satisfaction reports
 - consider in draft and agree upon any reports and recommendations to the Partnership Board including the Annual Contract Review, Contractor's Business Plan, Strategic Plans and Investment Programmes
7. The creation and on-going work of these two Boards ensures that issues are debated and resolved at the right level and within regular timeframes.

Changes to Existing Strategic Objectives

8. Should a decision be taken to amend the existing objectives a clear and demonstrable link to the identified reasons why the Council provides leisure facilities would need to remain in place. The strategic objectives form part of the leisure contract documentation. In the event that any changes to the existing strategic objectives are proposed these may need to be agreed with the contractor before they can be implemented. When considering changes to the objectives it is important to ensure that they are indeed strategic and not operational.

9. The suggestions for Strategic Objectives put forward at the meeting of 25 February by Councillors Wheeler and Jones are included at **Appendix B**.

Financial Comments

As the strategic objectives and associated Performance Measures form part of contractual arrangement with Parkwood any suggested changes would need to be agreed with the contractor before they can be implemented. Therefore there is a potential financial impact in terms of the actual contract cost and also the work and time to undertake these discussions and the negotiations required to implement changes.

Section 17 Crime and Disorder Act

No implications arising from this report

Diversity

None directly from the report however if the strategic objectives and the Performance Measures are revised then consideration needs to be given to ensuring they continue to support the provision of accessible leisure facilities.

Background Papers Available for Inspection:

Parkwood Leisure Contract Strategic Objectives

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – March 2014	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 Strategy</p>	<p>Usage levels at leisure centres are at least improved to a total of 1,159,493 by end of year five 2012/ 2013</p> <p>Swimming Target RLC – 173,500 BLC – 108,000 CLC – 107,000 KLC – 74,000</p> <p>Aerobic Target RLC – 23750 BLC – 23700 CLC – 14650 KLC – 4600 RA – 5600</p> <p>35 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 April – Dec 2013 - 1,150,698 = 848,113</p> <p>114,038 74,355 64,959 52,110 20,695 21,311 15,059 5,795 9,846</p> <p>25 Referrals for the quarter – 32 GP practices as well as the QMC and City Hospital have referred patients. Current attrition (as at Dec 13) = 5.56%</p>	Leisure Strategy

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – March 2014	Links to related strategic outcomes and related plans
OBJ2	<p>Develop new services for young people</p> <p>Develop a range of services specifically targeted at young people to improve active lifestyle, run with young people's involvement</p>	<p>Number of courses staged and numbers of young people attending as per individual site plans</p> <p>Junior Activities RLC – 52500 BLC – 29300 CLC – 47500 KLC – 5600 RA – 34800</p> <p>Contribution to the '5 hour offer' measured to be confirmed with other partners</p>	<p>40,195 23,683 41,812 5,184 18,682</p> <ul style="list-style-type: none"> • Sportivate Funding received to deliver a range of new activities. • Sway Dance new programme • Active Rushcliffe 2014 • Health Issues Partnership • Disability Active Forum • Chair based activity delivered within community by instructors 	<p>Well Being Life Lessons</p>
OBJ3	<p>Continue to use the existing leisure card system</p> <p>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</p>	<p>Uptake of the loyalty card by 65% of the Rushcliffe population</p> <p>Increased numbers of people applying for Loyalty Cards on concessionary rates by 1 % per year</p>	<p>29459 new loyalty cards issued to date:- (1,474 issued in 3rd quarter)</p>	<p>Social Inclusion Well Being</p>

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – March 2014	Links to related strategic outcomes and related plans
OBJ4	<p>Improve the use of Information Technology</p> <p>Improve the use of information technology to:</p> <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>100% of transactions available electronically</p> <p>Split of usage by gender and age reflects that in the community as a whole.</p> <p>Postcode analysis identifies appropriate spread of users from across the borough.</p>	<p>Member split</p> <p>RLC - 746</p> <p>RA - 588</p> <p>CLC - 500</p> <p>BLC - 796</p> <p>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>Vouchers distributed to Non Users</p> <p>Set up of QR code</p> <p>Online memberships</p> <p>Use of Twitter to promote offers and services</p> <p>Facebook</p> <p>New ADP/payroll software launch</p>	<p>Social Inclusion</p> <p>Well being</p> <p>Community sa6fety</p>

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – March 2014	Links to related strategic outcomes and related plans
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><i>Participation and volunteering rates are maintained above those identified nationally through Active England surveys</i></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>Well Being</p> <p>Community Safety</p> <p>Social Inclusion</p> <p>A number of focus group meeting held across the facilities – total attendance to date 549 people.</p>
OBJ6	<p>Improve the approach to marketing</p> <p>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</p>	<p>Percentage of residents who identify that they are aware of Council owned leisure facilities is 75%</p>	<p>Non user survey completed in August 2013</p> <p>Expressions shopper survey completed</p> <p>Aiming consultation with target groups</p>	<p>Social Inclusion</p>

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – March 2014	Links to related strategic outcomes and related plans
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>Maintenance visits being undertaken</p> <p>Complaints being handled as per targets.</p> <p>Customer Complaint format/focal points CCF on intranet</p>	<p>Social Inclusion</p> <p>Well Being</p> <p>Community Safety</p>

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – March 2014	Links to related strategic outcomes and related plans
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 arising from the externalisation and translate this into investment in the facilities</p>	<p>Reduced revenue costs and value for money to council tax payers</p> <p>Improved satisfaction with the service by users and non-users</p> <p>Measured by General Household Survey results</p>	<p>NPDO completed 1 February 2011</p>	
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.</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>As above OBJ5</p>	<p>Social Inclusion</p> <p>Community Safety</p>

Ref	Strategic Objectives	Success Criteria / Performance Measures	Progress to date. April 2013 – March 2014	Links to related strategic outcomes and related plans
OBJ 10	<p>Improve the Leisure Centres approach to performance management and continuous improvement</p> <p>Implement an integrated performance review and improvement system, including TAES and Quest, to ensure that the work of the Leisure Centres is systematically planned, measured and improved</p>	<p><i>Achievement of Quest accreditation and subsequent reaccreditations</i></p> <p><i>Review of Notts County benchmarking</i></p> <p>Achievement of Investors in People award</p>	<p>Successful re-/accreditation of all 5 centres with Quest – all above 70%, all sites are now in highly commendable quartile. Ongoing Maintenance visits</p> <p>Ongoing IIP re-accreditation received for Contract - 5 sites on 9th March 2013. On going.</p>	

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.

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
22 April 2014	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Leisure Contract's Strategic Objective's – initial discussion • Work Programme
17 June 2014	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • 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 • Diversity Annual Report 2013/14 • Work Programme
25 November 2014	<ul style="list-style-type: none"> • Annual Report – Parkwood • Performance Monitoring – Quarter 2 2014/15 • Work Programme
3 February 2015	<ul style="list-style-type: none"> • Annual Report – Glendale Golf • Work Programme

Date of Meeting	Item
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