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Our reference:
Your reference:
Date: 26 January 2015

To all Members of the Performance Management Board

Dear Councillor

A meeting of the **Performance Management Board** will be held on Tuesday 3 February 2015 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 November 2014 (pages 1 - 6)
4. Edwalton Golf Courses – Annual Report of Contract by Glendale Golf 2014

The report of the Report of the Executive Manager - Finance and Commercial is attached (pages 7 - 9).

5. Work Programme

The report of the Executive Manager - Operations and Corporate Governance is attached (pages 10 - 11).

Membership

Chairman: Councillor D G Wheeler
Vice-Chairman: Councillor R M Jones
Councillors Mrs S P Bailey, A MacInnes, Mrs M M Males, B A Nicholls,
F A Purdue-Horan and J A Stockwood

Meeting Room Guidance

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

Toilets are located opposite Committee Room 2.

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

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

the Police. He would liaise with the Executive Manager - Neighbourhoods to ensure that Members were kept informed where it was possible to do so.

With regard to the GP referral scheme the Board was informed that a letter had been sent to the Clinical Commissioning Group, who had included that in their weekly practice bulletin to all surgeries.

At the last meeting the Board had asked for further information on the scrutiny of the new Streetwise Environmental Limited. The Executive Manager - Operations and Corporate Governance explained that the Partnership Delivery Group would initially consider this partnership in March 2015 and, following the Group's agreement, it would be referred to the Performance Management Board.

14. Parkwood Leisure Contract – Annual Review

The Leisure Contracts Manager explained that the format of the report had been amended following comments from the Board. The report now contained a comprehensive list of performance figures, especially in the key usage areas of swimming, health and activities for young people. It also contained information on health and safety and energy usage. Councillor Wheeler thanked officers for the work they had undertaken to assist the Board.

Mr Palfrey gave a presentation which highlighted the work undertaken in 2013/14, which was the seventh year of the contract. He outlined some of the successes of the year, these included successful Quest visits, community open days and a successful milestone review of the Investors in People award. He informed Members that membership had increased at most of the sites despite closure of the artificial turf pitches at Rushcliffe and Keyworth Leisure Centres and the closure of the pool at Cotgrave to enable it to be relined. He was also pleased to say that substantial progress had been made in ISO14001, Environmental Management Systems.

With regard to gym membership, he reported that the company had forty operations nationwide which equated to 13.4% penetration of the UK market. He outlined the growth in the market and their various competitors, including Sports Direct who was starting to set up facilities. However, 2013/14 had seen the highest membership figures since the beginning of the contract.

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 four sites in partnership with other operators had been delivered. He was pleased to announce that following last year's launch Parkwood had delivered 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. This had raised awareness with over twenty schools.

The Board was informed that following the overhaul of the company's website further development had taken place on the interactive screens and also the use of Facebook and Twitter. The website was now more dynamic and

featured the company's key brands and helpful tabs for community groups and clubs, as well as special events such as wrestling. The web based booking system had become very popular with approximately 58,500 uses during the year.

In conclusion, Mr Palfrey explained what measures the company had taken to reduce its carbon footprint. He stated that smart meters had been installed and that these collected data every thirty minutes. This had led to a greater understanding of usage and had provided staff with trends. Work had been undertaken with the Borough Council and the schools to improve the efficiency of the lighting and boilers. At Rushcliffe Leisure Centre, the benefits from the photo voltaics were being realised.

Following a question, Mr Palfrey explained that Thera, a group for disabled users, regularly used Cotgrave Leisure Centre for swimming, use of the gym and the sports hall for team games. The Leisure Contracts Manager explained that the people in the group had physical and learning disabilities and by using the Centre benefitted from interaction with other users. It was also a good use of the non dual use sites as the group could use the facilities during the daytime.

With regard to the Council's proposal to move towards one leisure centre in West Bridgford the Executive Manager – Finance and Commercial explained that one of the priorities of the transitional arrangements was to ensure that there was active engagement with the various clubs to ensure that they were accommodated during the building phase. Members reminded officers that the clubs had a large number of volunteers and that they should be kept informed of the proposals/arrangements for the future development. The Executive Manager – Finance and Commercial assured Members that officers were considering what was appropriate usage for the new facility and that part of the process was to have a conversation with Rushcliffe School regarding any community use of their facilities following the move to one centre.

Members asked about the stroke rehabilitation classes and how people were made aware of these. Mr Palfrey explained that these were 12 week courses and included exercise and also nutritional advice. An initial pilot had approximately eight people who had found it beneficial and were keen to undertake another 12 week course. It was felt that by completing two courses this would make it more sustainable. The Clinical Commissioning Group had provided information on these courses to all the doctors' surgeries and it was envisaged that referrals would be made by the person's GP.

In respect of outdoor exercise, Mr Palfrey explained that a 'bootcamp' class had been delivered at Rushcliffe Leisure Centre, however, attendance had not been as high as expected. A casual Saturday morning bike club had been investigated including looking at safe cycling routes. However, it was known that many tri-athletes took up spinning classes and circuit training during the winter months. Staff would reconsider if these types of classes were viable after the winter.

When questioned 'what is your biggest challenge?' Mr Palfrey stated that technology was advancing quickly and that sometimes there were issues in respect of online bookings, for example using different browsers or platforms.

He said that it was important that all customers had opportunities to make bookings and find out what was on offer at the leisure centres. The Leisure Contracts Manager stated that the challenge for the partnership was the joint use sites. The schools' roles were increasing and this could put pressure on the operation of the sites. There was often a challenge meeting the needs of both the school and customers for use of the facilities.

With regard to accidents and incidents Members were informed that the company kept comprehensive records of all incidents including minor bruises and bumps, it was noted that sites with pools always incurred a lot of slips.

Members raised concern that outside Rushcliffe Arena was a large advertisement for one of the other leisure providers. Officers agreed to investigate, however it was possible that it was sited on the shared access road.

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

15. Equality and Diversity Report 2013/14

The Board considered the report of the Executive Manager - Operations and Corporate Governance regarding the Council's performance during 2013/14 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. Following the Board's consideration in November 2013 an exercise had been undertaken to update the information held. She was pleased to say that there had been a 95% return rate. She informed the Board that the Council's Equality Scheme expired this year and a new scheme was being drafted which would be presented to the Board following a public consultation exercise.

Members were informed that the information did not include any equality data for Streetwise Enterprise Limited as this was a private company. The Strategic Human Resources Manager informed the Board that they had been advised about having a policy and that she would investigate and report back. Members queried if partners should be asked about their policies when they presented their annual report.

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.

The Board congratulated officers on an excellent report and felt that it was very positive to have such a high return rate. The Executive Manager - Operations and Corporate Governance explained that work had been

undertaken to improve the offer to apprentices. He informed Members that several apprentices had subsequently gained employment with the Council.

It was recognised that the workforce did not match the ethnicity of the wider employment area, although there were no known barriers.

Following a question it was agreed that officers would, in future, provide comparison information about the Council's collaboration partners.

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

16. Performance Monitoring – Quarter 2 2014/15

The Performance and Reputation Manager presented a summary of the Council's performance for Quarter 2 of 2014/15. She explained that of the nine corporate tasks only one, Adopt the Rushcliffe Local Plan, was overdue. Members stated that although this was overdue it was due to factors outside the Council's control. The Executive Manager - Operations and Corporate Governance explained that it was envisaged that the Inspector's final report would be received in the next few weeks. He stated that, following receipt of the report, the Core Strategy would be presented to Council for adoption. However, it was likely that the Council meeting would have to be rearranged.

In relation to the performance indicators there were sixteen showing improvement and one highlight, 'LINS31 percentage of applicants rehoused within 26 weeks of their application'. There was also one exception, 'LINS01 percentage of streets passing clean streets inspections'. Members were informed that since the inception of Streetwise Environmental Limited the inspections were being carried out by a different person who could have a different perception of cleanliness; also there had been a failure with the machinery.

With regards to exceptions identified in Quarter 1 officers stated that the sickness rate was slightly higher than in the previous year; it was noted that this was mainly due to long term sickness. In respect of affordable homes Members were informed that the target had now been met. The third exception related to robberies and officers stated that there had been a significant improvement in Quarter 2.

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

17. 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 2014/15.

Members were asked to submit any questions they had for Glendale Golf. The Leisure Contracts Manager was requested to ensure that the report in respect of the Carillion contract reflected the new format used by Parkwood Leisure.

The meeting closed at 9.10 pm.

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

Minute Number	Actions	Officer Responsible
13. Notes of the Previous Meeting	Ward Members to be kept informed regarding any action taken to negate the issues caused by licensed and unlicensed taxis in the central West Bridgford area.	Executive Manager - Operations and Corporate Governance and Executive Manager - Neighbourhoods
14. Parkwood Leisure Contract – Annual Review	Officers to investigate if the competitor's advertising banner was on Council owned land.	Leisure Contracts Manager and Executive Manager – Finance and Commercial
15. Equality and Diversity Report 2013/14	Officers to provide more information on Streetwise Environmental Limited's policy.	Strategic Human Resources Manager

Responses

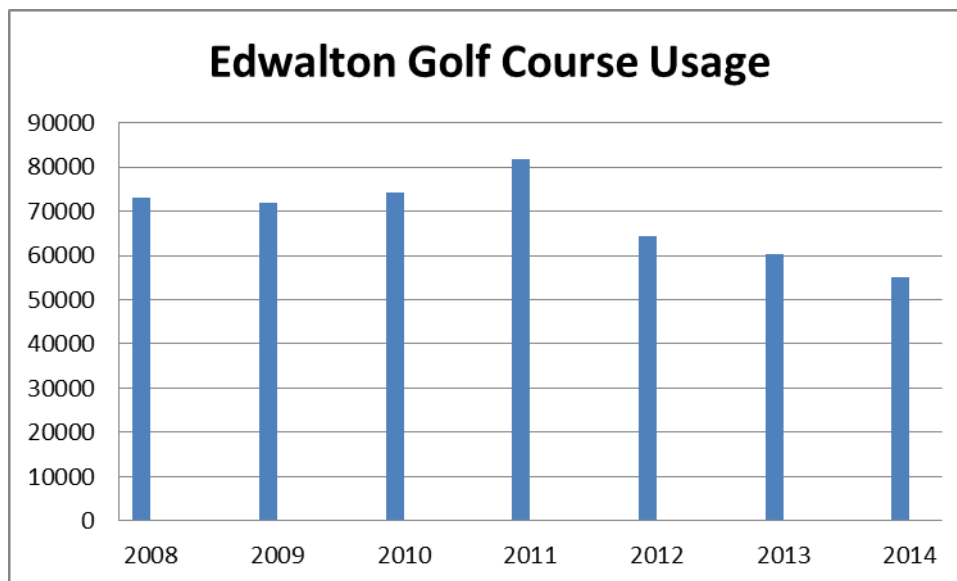
Minute Number	Actions	Officer Responsible	Response
13. Notes of the Previous Meeting	Ward Members to be kept informed regarding any action taken to negate the issues caused by licensed and unlicensed taxis in the central West Bridgford area.	Executive Manager - Operations and Corporate Governance and Executive Manager - Neighbourhoods	The Executive Manager – Neighbourhoods has updated the ward member(s) on the positive additional action being taken by the Council and Community Safety Partnership Agencies to tackle the problems of private hire vehicles illegally stopping or parking in central West Bridgford
14. Parkwood Leisure Contract – Annual Review	Officers to investigate if the competitor's advertising banner was on Council owned land.	Leisure Contracts Manager and Executive Manager – Finance and Commercial	The land on which advertising banners for both The Arena and David Lloyd are sited is owned by the Council. Parkwood Leisure have expressed the view that this does not harm their marketing and are comfortable with people being attracted to turn into the site as they often receive enquiries from potential customers who were intending to visit the David Lloyd club.
15. Equality and Diversity Report 2013/14	Officers to provide more information on Streetwise Environmental Limited's policy.	Strategic Human Resources Manager	Equality data for Streetwise will be collated and reported to the Performance Management Board

Report of the Executive Manager - Finance and Commercial

1. Summary

- 1.1. The contract for the management of the Edwalton Golf Courses was awarded to Glendale Golf in December 2002 and extended for a further five year period in 2012. The contract is scheduled to end on 30 November 2017. The report details activity for the calendar year 2014, which is the contractual year.
- 1.2. In line with other 'leisure contract' reports, information is provided in a similar format that will allow Members to see the variations in usage over the past two years. Glendale Golf will make a presentation at the meeting detailing their investment plans for the remainder of the contract and initiatives to improve the usage of the facilities.

Usage	2014	2013
Main Course	36,017	31,495
Par 3 Course	10,699	8,251
Lessons & Practice	6,325	8,508
Social	11,183	12,024
Total	64,224	60,278



(NB 2014 figure is for January to October only)

2. Recommendation

It is RECOMMENDED that Members comment on the performance of Glendale Golf's delivery of the contract over the past year and on the investment and initiatives to improve usage at the site.

3. Reasons for Recommendation

- 3.1. Members have been provided with a more detailed breakdown of the usage at the Edwalton Golf Courses on which to assess and question representatives of Glendale Golf at the meeting.
- 3.2. Members may also wish to clarify with Glendale Golf the anticipated impact of their investment and development plans.

4. Supporting Evidence

- 4.1. The decline in golf participation nationally continues, England Golf carried out a survey of golf clubs in the summer of 2014. Amongst the findings the survey identified a 34% decrease in golf memberships since 2012. The survey identified a number of reasons including the on-going financial circumstances, time available for recreation; the widespread availability of discounted tee times and the desire to play a range of courses rather than one regularly as being significant influences.
- 4.2. There have been some changes to staffing at Edwalton since the summer. Firstly the golf professional moved on to The Nottinghamshire Golf Club: this was a career move and has had an impact on the junior section (many of the juniors have also moved to the Nottinghamshire to continue their lessons with the professional) and lessons in general. The contract manager has also left and a replacement is expected to be in position in February.
- 4.3. The course offers a 'golf academy' programme for junior players. This consists of regular lessons, small scale tournaments and education about the rules and etiquette of golf. The academy idea allows players developing their skills to move from the practise ground to the par 3 course on to the main course and to playing in various competitions. The golf professional has been involved in school visits, delivering introduction to golf lessons at the school and following this with pupils attending the course for further lessons and potential junior membership.
- 4.4. The main partnership working revolves around work with the Edwalton Golf Club promoting membership and competitions. As has been reported in previous reports, there continues to be a good level of use of the pavilion by non-golfing organisations.

5. Risk and Uncertainties

- 5.1. As fewer people are now playing golf there is an increased risk to income for Glendale Golf. The Council receives an annual management fee from Glendale Golf. The Council has worked with Glendale Golf to re-profile the payments to better match when the income is received at the course.

	2012	2013	2014
Management Fee	£93,350	£99,600	£102,400

5.2. The weather inevitably has an impact on usage at golf courses. The good summer in 2014 has helped golf usage as evidenced by the increases in both the main and par 3 rounds played.

6. Implications

6.1. Finance

None arising from this report

6.2. Legal

None arising from this report

6.3. Corporate Priorities

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

6.4. Other Implications

None arising from this report.

For more information contact:	Name Brian Knowles Job title Leisure Contracts Manager 0115 914 8454 email bknowles@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	None

Report of the Executive Manager - Operations and Corporate Governance

1. Summary

- 1.1. The work programme is a standing item for discussion at each meeting of the Performance Management Board. This report presents the draft programme for 2014/15 and 2015/16.

2. Recommendation

- 2.1. It is **RECOMMENDED** that the Performance Management Board agrees the proposed rolling work programme.

3. Reasons for Recommendation

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
16 June 2015	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Annual Report 2013/14 • Performance Monitoring – Quarter 4 2014/15 • Work Programme
15 September 2015	<ul style="list-style-type: none"> • Review of Complaints and Ombudsman Letter 2014/15 • Performance Monitoring – Quarter 1 2015/16 • Work Programme
24 November 2015	<ul style="list-style-type: none"> • Annual Report – Parkwood • Diversity Annual Report 2013/14 • Performance Monitoring – Quarter 2 2015/16 • Work Programme

4. Implications

4.1. Finance

No direct financial implications arise from the proposed work programme.

4.2. Legal

There are no direct legal implications arising from the proposed work programme.

4.3. Corporate Priorities

Items included in the work programme assist the Council to meet its Corporate Priorities.

4.4. Other Implications

There are no other implications.

For more information contact:	Name: Member Services 0115 914 8481 email memberservices@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	None