

**NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 15 SEPTEMBER 2015**

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

PRESENT:

Councillors D G Wheeler (Chairman), K P Beardsall, H A Chewings, J E Greenwood (substitute for Councillor Mrs C E M Jeffreys), Mrs M M Males, S C Matthews, A Phillips, E A Plant, J E Thurman (substitute for Councillor A J Edyvean)

ALSO IN ATTENDANCE:

Councillor J E Cottee.

OFFICERS PRESENT:

N Carter	Service Manager - Corporate Governance
C Caven-Atack	Performance and Reputation Manager
V Nightingale	Senior Member Support Officer

APOLOGIES FOR ABSENCE:

Councillors A J Edyvean, Mrs C E M Jeffreys

8. Declarations of Interest

There were none declared.

9. Notes of the Previous Meeting

The notes of the meeting held on Tuesday 16 June 2015 were accepted as a true record.

10. Edwalton Golf Course Update 2015

The Service Manager - Corporate Governance presented an update on the Edwalton Golf Courses as requested by the Board. He said that the Board had considered the Annual Report in February and had identified some issues, including the need for performance indicators to measure the success of the contract, in line with other leisure contracts scrutinised by the Board. Another issue identified had been the state of the courses which had now been improved as a result of new equipment purchased by Glendale. Members had also been very supportive of Glendale with their proposed initiatives to drive through improvements. At the February meeting Glendale Golf had stressed that golf as a sport was in decline. However, the Service Manager – Corporate Governance reported there had been 9,000 more users between April and July this year compared to the same period last year, partly as a consequence of the introduction of ‘footgolf’ which had been promoted by the Council’s communications team and featured on Notts TV.

The Service Manager - Corporate Governance stated that the company would present its next annual report at the Board's meeting in March 2016. In respect of the performance indicators Members were asked to consider seven strategic objectives that would bring the monitoring in line with other contracts with Parkwood Leisure and Carillion Ltd.

The Chairman stated that it had been agreed with the Leisure Facilities Manager that Glendale Golf would receive a copy of the notes of the meeting in order that they could be fully aware of Members' concerns.

Several Members had recently visited the facility and had a number of concerns. These included the cleanliness of the communal areas, the condition of the furniture, the perceived lack of customer care by the staff, the condition and cleanliness of the changing facilities and in particular the toilets/showers and the refreshments available including the pricing policy and the lack of choice. Members stated that the condition of the facility reflected badly on the Council as the public did not recognise that it was run by another company.

With regards to the communal areas Members stated that the facility was lacking care with carpets that were damp and filthy. The bar area was perceived to be untidy with poor quality furniture. A further issue was the lack of information for people when entering the clubhouse, no welcome, no signage, no easily available menus. It was pointed out that the company's pricing policy for catering was that the menu and prices were the same for every club they ran, whether it be in Richmond Park or Rushcliffe. Members said that, since the Arena had closed, one group had transferred to the golf course, which could have possibly been increased if the facility was of a better standard.

In respect of the staff, Members felt that they did not have a pride in the place and had a 'don't know' attitude to questions regarding the facility. Members identified that staff did not appear to care about the state of the course, an example was given of a rotten tree branch that had been at the side of the course for months which gave the area an unkempt feeling.

Members felt that the condition of the changing rooms and that the toilets were of a poor condition. It was felt that this was not a child friendly area. The Board asked that these points be further considered as part of the inspection regime.

It was pointed out that, although there was a large car park, 99 spaces with 7 disabled access spaces, there was no facilities for bicycles.

Members were surprised that the number of users had increased as, from their experiences, the clubhouse was often empty of customers. It was recognised that there was to be a large growth in the number of houses within the vicinity of the golf course both at Edwalton and Gamston and that the facility should be improved to attract more people now and in the future. It was stated that there was a lot of competition and that there needed to be someone with vision to take on the management of the courses. Members put forward several ideas for improvements including:

- Turning some of the car park into a crazy golf area that could be used for children's parties
- Having a well known brand such as Costa Coffee available on site
- Introducing shoe scrapers for entry doors to keep the carpet cleaner
- Considering the use of some of the fee for maintenance
- Staff training be introduced
- The company invest in some internal signage

In respect of the performance indicators, Members stated that there were no targets identified, and therefore the company did not know what to aim for and Members had nothing to measure against. The Service Manager - Corporate Governance explained that as this would be the first year of these particular measures it was standard practice to not allocate targets whilst the company and the Leisure Facilities Manager collected baseline data. Members felt that for some contracts it would be necessary to identify benchmarks and comparisons; however this was a company that ran many golf courses and therefore should have sufficient information to formulate targets.

With regard to customer satisfaction Members felt it was not acceptable to set a 75% target, it was felt that this was too low and not comparable with public bodies. Also Members felt that the requirement for the company to provide a certificate that they meet the ISO14001 standard should be expanded to ensure that it was site specific and not just a group certificate for the company.

Members also felt that the company should be more proactive in respect of health and safety and rather than just analyse the accidents and incidents they should also provide a risk assessment and their plans for prevention.

The Chairman invited Councillor Cottee to speak and he said that he had noted Members' comments and that he had heard made similar comments to the Leader, and also raised concerns with officers. It was important that a way forward was identified and that he would raise this matter with the Leader again.

Members proposed three points

1. There should be an action plan for Glendale Golf to improve the facility, including specific points such as redecorating, showers, customer services.
2. There should be a committee/panel to review the future of the facility, including considering all possible options, although it should be recognised that it should be kept as an open space but somewhere that people wanted to use.
3. That there should be targets for the contract to be monitored against, and that 75% for customer satisfaction should be increased, it was pointed out that the East Midlands Airport aimed for 90%.

Following a discussion, point 2 was amended to the Board should receive a report at a future meeting, even if this should be an extra meeting, on the strategic plan in relation to the site, the possibilities being considered and a

potential way forward. Members asked to be informed at the next meeting when the review information would be available. Councillor Cottee stated that there had been no decision made on the strategic vision for the site and that Cabinet would be receiving a report in the next three months. He felt that it was important that Members understood the contract provided the Council with £105,000 per year and that it was vital that the new contract was as beneficial as possible.

The Service Manager - Corporate Governance explained that the contract was due for renewal in November 2017 and that officers were already considering the process. It was recognised that this contract was not the same type as the other leisure contracts; the difference was that the Council received a set fee from Glendale Golf to run the facility and any risks were theirs. As part of the annual report the company had stated that they had made a loss in the last year, however as it was part of a larger company they could absorb the loss. He stated that, as part of the discussions regarding the contract renewal, the Executive Managers and the Leisure Facilities Manager did not expect that the next contract would be as beneficial to the Council.

In respect of point 3 the Service Manager - Corporate Governance explained that a target of 75% customer satisfaction was the same for Parkwood Leisure and Carillion and was part of the overall contract.

Members queried the classification of the land and whether it could be used for housing. It was explained that this was green belt land and that as part of the Core Strategy there would be a green belt review in 2028, although this did not mean that its status would be changed.

It was AGREED that

1. An action plan for improvement be presented to the Board at a future meeting
2. A report be presented to the next meeting regarding the performance indicators, including revised targets for Members to consider
3. Note that Cabinet would be considering the future strategic direction of the golf courses

11. Customer Feedback 2014/15

The Performance and Reputation Manager presented a report which detailed the Council's customer feedback process. She outlined the Council's two stage complaint procedure and how if the complainant was not satisfied they could approach the Local Government Ombudsman. She summarised that for 2014/15 there had been 35 complaints, of which 14% had been escalated to stage 2, 7 investigations by the Ombudsman and 190 compliments.

In respect of the complaints dealt with by the Ombudsman, she explained that the categories used did not always reflect the services provided by the Borough Council. Members had previously requested data from neighbouring local authorities for comparison. She was pleased to say that the Council compared very well against the other authorities and that from the seven complaints there had been no judgements against the Authority. Members asked for a percentage by population figure to be added to the data.

Members queried if the Council incurred costs when a complaint was judged to be justified. The Performance and Reputation Manager informed the Board that if the person was deemed to have incurred costs these could be met; however this did not occur very often. All justified complaints were shared with the relevant staff as this was seen as a learning opportunity.

Following a question, the Performance and Reputation Manager explained that a pragmatic approach was taken when deciding if something was a complaint. She gave an example saying that if a resident called with regard to a missed bin and this was the first occurrence that would be treated as a service request, whereas if the bin had been missed every week for the last two months then this would be classified as a complaint as action would be required.

It was AGREED that the report was a true record of customer feedback in 2014/15.

12. Performance Monitoring - Quarter 1 2015/16

The Performance and Reputation Manager presented the Quarter 1 performance figures for 2015/16. Following on from discussion at the Board's meeting in June she outlined the process of how the performance indicators were identified from the Council's Corporate Strategy which had been agreed in 2011. Members were informed that the current Corporate Strategy was due to be refreshed and that the new Strategy was being developed. It was anticipated that the draft document would either be presented to the Board or to all Members at a workshop for their input.

Members were informed that there were no highlights or exceptions identified this quarter. The only indicator that was below target was the 'robberies per 1,000 population'. The Performance and Reputation Manager reminded Members that this target had been set by the Police and Crime Commissioner and it was recognised that this would be very stretching.

Members congratulated officers on the number of apprenticeships that had been created as part of the Rushcliffe 100 project.

The Board was concerned that the number of householder planning applications processed within target times was at an amber stage and asked whether this was due to the volume of applications being received and if staffing levels needed to be considered. Officers stated that 159 applications had been received in the three month period and that the service was constantly being reviewed to ensure that appropriate staffing levels were maintained.

Following a question regarding affordable housing, the Performance and Reputation Manager explained that the required number of houses to be built was based on need as identified in the SCHLAA (Strategic Housing Land Availability Assessment). The number of sites where affordable houses were to be built was known at the beginning of the year; however, it was recognised that other sites could be brought forward during the year and, therefore, the

target might be exceeded. Members recognised the fact that the larger sites developed the affordable housing at the end of the build time.

With regard to the savings from the 4 Year Plan, Members queried why there was no target. The Service Manager - Corporate Governance explained that the Plan had been subsumed into the Transformation Strategy and that there had originally been a target of £2.8 million, which had already been surpassed. He agreed to include the information within the Quarter 2 performance data for Members.

Members queried how the data for the 'percentage of young people satisfied with the Borough as a place to live' was collected. Officers stated that Sport England had collected the data; however, funding had been reduced and officers were evaluating how this information could be gathered in the future.

In respect of the 'percentage of residents satisfied with the way Rushcliffe Borough Council runs things'; Members queried if officers were satisfied with a 60% target. The Performance and Reputation Manager explained that when this was part of the national set of indicators an average of 30% was the target. For further information she pointed Members to the Best Value Satisfaction reports for 1998-2008 and to the IPSOS Mori website as they had conducted the majority of surveys for local authorities. The Service Manager - Corporate Governance explained that officers were continually balancing customer satisfaction whilst having to make significant savings. He was pleased to say that, at the moment, there had not been any noticeable changes to services and that residents' expectations were being met; however, this might become more challenging in the future.

The Board requested that if a target was to be amended that this should be presented to the Board for approval. The Service Manager - Corporate Governance explained that it was the officers' role to set the targets and he assured Members that all targets were challenged by the Chief Executive and the Executive Management Team on a regular basis and that they were able to give their professional advice. Members asked that any targets that were changed should be identified on the report as this would affect the overall trend. Officers agreed to highlight any changes in future reports.

It was AGREED that the Board had considered the progress of the Corporate Strategy.

13. Work Programme

The Board considered, and agreed, its work programme for the next year with the inclusion of Edwalton Golf Courses as a standing item. The Chairman stated that it was important that external partners were given opportunities to address Members' concerns and that it was beneficial if Members submitted any questions they wished to be answered before the meeting.

The meeting closed at 8.25 pm.

Action Sheet
PERFORMANCE MANAGEMENT BOARD - TUESDAY 15 SEPTEMBER
2015

Minute Number	Actions	Officer Responsible
10. Edwalton Golf Course Update 2015	A report on the way forward including revised targets and an action plan for improvement be presented to the Board at a future meeting	Leisure Contracts Manager
11. Customer Feedback 2014/15	A column identifying the percentage of the population for complaints considered by the Local Government Ombudsman	Performance and Reputation Manager
12. Performance Monitoring – Quarter 1 2015/16	a) Officers to circulate the target for the savings for the 4 Year Plan within the Quarter 2 performance data b) Officers to highlight any targets that have been amended in future reports	Service Manager - Corporate Governance Performance and Reputation Manager
13. Work Programme	Edwalton Golf Courses to be included as a standing item on the Board's Work Programme	Member Services