

NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 15 MARCH 2016

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, A J Edyvean, Mrs C E M Jeffreys, Mrs M M Males, S C Matthews, A Phillips, E A Plant,

ALSO IN ATTENDANCE:

R Alderton Streetwise Environmental Ltd
G Hall Parkwood Leisure Ltd
J Palfrey Parkwood Leisure Ltd
J Scott-Lee Streetwise Environmental Ltd
1 Member of the public

OFFICERS PRESENT:

D Banks Executive Manager - Neighbourhoods
R Caddy Service Manager – Finance and Commercial
N Carter Service Manager - Corporate Governance
C Caven-Atack Performance, Reputation and Constitutional Services
Manager
P Linfield Executive Manager - Finance and Corporate Services
I Meader Performance Officer
V Nightingale Constitutional Services Officer

APOLOGIES FOR ABSENCE:

There were no apologies for absence

20. **Declarations of Interest**

There were none declared.

21. **Notes of the Previous Meeting**

The notes of the meeting held on Monday 23 November 2015 were accepted as a true record.

With regards to the actions from the previous meeting the Service Manager - Corporate Governance stated that he had circulated a letter to members of the Board regarding the Edwalton Golf Courses item. In respect of equality and diversity officers had investigated this issue and local authorities did not have a corporate social responsibility. He informed Members that other groups were also considering the issue of affordable homes and that the Strategic Housing Manager would be producing a briefing note which would be circulated to Members within the month. Finally, he stated that there had been

four apprentices taken on at the Cotgrave development and that one would be employed at the Arena site as part of the employment plans.

Councillor Beardsall stated that there should have been an item on Glendale Golf and the Edwalton Golf Courses at this meeting to inform the Board about the on-going review; this was seconded by Councillor Jeffreys. The Chairman agreed that this issue had been requested as a standing item for the Board to consider. The Executive Manager - Finance and Corporate Services stated that negotiations were being held with the company regarding the new contract and that this had been their focus for the past two months. He stated that there would be an update at the next meeting. Members felt that the information they had requested had not been forthcoming and that they were constantly having to tease out answers from officers at every meeting. It was proposed that the Board should have an extra meeting just to discuss the Edwalton Golf Courses as it was not acceptable to wait until the next meeting. The Service Manager - Corporate Governance stated that the negotiations were at a sensitive/commercial stage and that unfortunately there had also been a staffing problem. The Chairman acknowledged that the Leisure Contracts Manager had been taken ill, however he had requested that either his replacement or a report should be presented at this meeting. The Executive Manager - Finance and Corporate Services gave a verbal report. During the Leisure Contracts Manager absence a colleague from South Kesteven District Council had been undertaking the inspections and that she had been following the Council's inspection schedule. The Chairman was disappointed that they had not received any information regarding these inspections. The Executive Manager - Finance and Corporate Services stated that this was an operational issue, however, following Members' comments the inspector had been focussing on the cleanliness of the facilities and in particular the toilets/changing rooms.

Councillor Beardsall felt that the Board needed a report and the opportunity to scrutinise this matter. He did not feel that a briefing note was sufficient nor was it acceptable to wait until the Board's meeting in June. Councillor Wheeler acknowledged the fact that there had been a commercially sensitive report considered by Cabinet. Officers reiterated that the contract negotiations were at a sensitive point and that it was envisaged that in June these would be at a stage where more information could be provided. Also representatives from Glendale Golf would be at the meeting in June allowing Members to ask further questions and to scrutinise the issue in more depth. Councillor Beardsall expressed his desire for a separate meeting to discuss Glendale Golf before the next scheduled meeting in June. This was met with general agreement from other members of the Board and Councillor Beardsall confirmed that he could do this within the bounds of the Constitution. The Executive Manager - Finance and Corporate Services stated that if Members had a specific issue that they wished to discuss they should contact him. The Service Manager - Corporate Governance said that he and the Executive Manager - Finance and Corporate Services would coordinate with representatives from Glendale Golf and would review the request for a further meeting.

22. **Parkwood Leisure Contract - Annual Review**

The Board considered the report of the Executive Manager - Finance and Corporate Services regarding the annual review of Parkwood Leisure Ltd's contract for the management of the majority of the Council's leisure centres.

Mr Palfrey gave a presentation outlining the performance over the year from August 2015 to July 2015. He stated that they had been successful in gaining re-accreditation by Quest following some very robust assessments. The company had converted the payments for their swimming lessons to direct debits which made it easier/more manageable for parents and this had resulted in a 90% positive feedback. They had delivered a water safety campaign to schools to raise awareness of safe water play. He said that substantial progress had been made in reducing the company's carbon footprint and that three sites had passed an ISO14001 assessment.

Members were informed that this was an unusual year with the closure of Rushcliffe Arena and that this had had an impact on overall usage, although he was pleased to say that the gym membership had risen slightly. The company had been working hard with the clubs which used both Rushcliffe Arena and Rushcliffe Leisure Centre to minimise the impact and to help relocate. Unfortunately Nottingham Netball had moved away from Rushcliffe Leisure Centre. Also during the year the artificial turf pitch at Keyworth Leisure Centre had also closed.

With regards to the gym membership Mr Palfrey stated that there had been several successful campaigns and although the market was buoyant there was a lot of competition from budget gyms. He was pleased to announce that the attrition rate was very low at 5-6%.

In respect of staffing Mr Palfrey explained that they had a strong relationship with the Modern Apprenticeship scheme and this had created a career pathway for people up to Deputy Manager level. Also the company had continued its partnership with the Amateur Swimming Association apprenticeship scheme which had assisted in the recruitment of swimming teachers. Other partnerships included ICON and Lifetime which provided NVQ accreditation and there were approximately 25 staff at any time studying as part of the national skills academy. Also the company had invested in its own e-learning package to assist staff to train at the most appropriate time.

Mr Palfrey said that there had been an excellent holiday activity programmes delivered over the five sites in conjunction with various providers. He stated that the YMCA had pulled out of Rushcliffe Leisure Centre but another provider had been found and the company had received good feedback. Members queried the holiday activities at Cotgrave Leisure Centre as this site was heavily used by the Thera Trust, which enabled disabled users to use the facilities. Mr Palfrey explained that there were pockets of activities based at Cotgrave including Sports Excel who had looked at the 4.00 – 6.00 pm slot and how this could be utilised. England Badminton had introduced a 'smash up' project to encourage junior use. Also work was undertaken in partnership with Positive Futures to offer activities for young people.

In respect of IT the company had further developed the functionality of its website and were now receiving more hits also more people were making online bookings. With the use of Google Analytics they were gaining valuable information on who was using the website and why. They were developing their Facebook page, which had 1,700 followers, and was developing a Twitter account which they felt would attract a younger clientele. Following customer comments the online joining process had been refined enabling the number of stages to be reduced from five to three.

The Board was informed that the major project for this year was the closure of Rushcliffe Arena and when the new building was available the seamless move from Rushcliffe Leisure Centre. Members were informed that all staff had been relocated to other centres and that there had been staff sessions to listen to their concerns. There had been over 600 fitness members that had been concerned and the company had worked hard to accommodate them. As squash was not as popular at Rushcliffe Leisure Centre one of the courts had been fitted out as a weights area and this had been very well received. Also the opening times of Bingham Leisure Centre had been extended to accommodate people's lifestyles as well as giving the school extra time. Also during this time many of the events that had usually been held at Rushcliffe Arena had been relocated to other sites and if this had not proved viable Parkwood had kept in contact with people to keep them up to date with the progress of the new building.

With regard to customer satisfaction these had remained consistently high with over 80% of users saying that they were satisfied or very satisfied. This information was gathered in a variety of ways including a 'mystery shopper'. The Board was informed that the 'mystery shopper' visit had to obtain a 75%+ rating or the centre would be revisited. Mr Palfrey stated that the satisfaction levels had improved slightly over the previous year. He also stated that due to the fact that three sites were dual use and these were aging. Following a question Mr Hall explained that the % of satisfaction was based on recorded comments and not on the total user figures. He informed Members that there was a user satisfaction survey undertaken with approximately 400 users. He also explained that the target for satisfaction levels was the Council's targets and not the company's. The Service Manager - Corporate Governance explained that these targets had been included in the contract and that, at the time; these had been the industry standards. Mr Palfrey explained that they were looking at the targets with officers as they wanted to set challenges for themselves.

Mr Palfrey highlighted to Members the various campaigns and activities they had run throughout the year including a Sport England campaign called This Girl Can# which gave taster sessions to 100+ girls and had been strongly supported by the Borough Council's Sports Development Officer. Other campaigns included free junior activities, junior pump, sway dance and biggest loser. Mr Palfrey highlighted two of the biggest loser winners and gave Members further information on how these two people had been affected by the help they had received. He also informed the Board of the Price for Life gym membership that had been offered as a loyalty reward whilst the new centre was being developed and also how the company had worked with the Bowls Committee to offer a bowls retention package. Although many of the campaigns had been successful the usage attendance for the year had

declined mainly due to the closure of one site. However, the company was constantly analysing usage data and was confident that this would increase following the opening of the new centre. Members asked about comparative data for the previous year and were informed that this had been submitted in the previous report. Members asked that this be included in future reports. Following a question regarding the demographic age of the user and the spend per user Mr Hall explained that these were not key performance indicators nor were they part of the Sports England Quest accreditation, however he assured Members that as a company they did have systems in place that could generate this information. Councillors were pleased to see that there had been a bowls retention offer and that the company had worked hard with the committee; however they were concerned about how confident Parkwood were that the bowlers would return once the new building was completed. Mr Hall agreed that this was the biggest risk to the Arena project especially as bowls participation was declining. He said that the company was working closely with the committee to support the return and had offered to do their admin for them and to help strengthen the committee. It was noted that the committee found it difficult to recruit people and therefore were not very organised. Mr Hall stated that this was a financial risk for Parkwood and not for the Borough Council. He said that they were working with the English Bowls organisation and with the Sports Development Officer to encourage more use when the centre opened. Mr Hall also said that if the return did not happen it was anticipated that the events market would increase and help compensate the company.

Finally, Mr Palfrey explained to Members how they were improving and upgrading the facilities to reduce their carbon footprint. This included led lighting, new pool covers, upgraded heat exchangers and a new combined heat and power unit at Cotgrave Leisure Centre. They were working in partnership with the schools at the dual use sites to reduce energy consumption. Parkwood had also invested in software that constantly measured the energy consumption and compared it to enable managers to identify hotspots, such as lighting being left on in a hall when not in use. Following a query it was noted that NQA Audit were the certificating body for the ISO standard and that UCAS gave the accreditation.

Members were concerned that the accident figures for Keyworth Leisure Centre were higher than the other sites. Mr Palfrey apologised that the figures for Keyworth Leisure Centre and Rushcliffe Leisure Centre had been transposed. Although Rushcliffe Leisure Centre's figures were higher it corresponded to the number of users to the site, also Members were informed that a number of these accidents were attributable to the East Midlands Gymnastics Centre which was based there. Following a query Members were presented with the company's Annual Statement that explained how they worked in partnership with ROSPA to curtail the number of accidents. He also pointed out that the number of accidents compared to the number of users was 0.04%. Members felt that this information was useful and could be included in future reports. He said that there were robust systems in place that identified the Health and Safety Executive categories of accidents and where these occurred, which allowed management to consider any potential issues. He agreed that they would provide Members with more information on this issue as part of the next scrutiny.

The Board queried the management fee payments for the centres. Mr Hall explained that these varied due to the condition surveys and the amount of asset spend throughout the contract. He also said that fees would flatten out next year and become more static. Members were also informed that this represented a significant saving for the Authority.

Members queried the types of activities that Parkwood could provide for birthday parties as this could be an opportunity for the company. Mr Hall explained that they have a dedicated brand 'partymania' and that there were a number of activities on offer from sway dance to footy gymnastics. The company took every opportunity to accommodate parents' requests if possible.

The Chairman thanked Mr Hall and Mr Palfrey for attending the meeting, for their presentation and for answering Members questions.

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

23. Review of Streetwise Environmental Ltd for 2015/16

The Executive Manager - Neighbourhoods explained that this was the first report to the Performance Management Board regarding the performance of Streetwise Environmental Ltd. The report outlined the history of the company and how it had been set up; it explained the prime contract with the Council. He explained that this was an example of strong partnership working which had been scrutinised last year by the Partnership Delivery Group. He also informed Members of the robust client management arrangements and that this was documented at Appendix A of the report which demonstrated that there was a strong framework for assessment linked to the prime contract outcomes. The recent Residents' survey had included questions to gather people's opinions on the environment of the Borough and of the service which had been very positive. He also stated that the Council worked with Streetwise on performance issues and had highlighted two areas for further improvement, autumn leaf fall and closer working with Highways England in respect of major roads in the Borough. He was pleased to say that the company was passionate about the cleanliness of the Borough.

Mr Scott-Lee gave a presentation to Members which gave an overview of the company and how it linked into the Borough Council. He explained the history of the company and how it had starting operating on 1 September 2014. The company was presently owned by the Borough Council but was on a journey to be owned by the operatives. He also stated that there was a reduction in the operating costs of the prime contract of £70,000 in year two and a further £40,000 in year 3.

He informed Members of the various services that Streetwise provided for the prime contract, other contracts and how it supported parish councils. He said that with these additional services the company was able to compete in the market because they could offer a one stop shop approach. If they did not have the expertise in house then partnership arrangements were entered into. Recently they had added window cleaning and electrical testing and would soon be adding painting and decorating and full facilities management.

The Board was informed that the company maintained 10.5 million square metres of open space, cleaned and maintained 800 kilometres of roads, and collected 1,385 tonnes of rubbish from litterbins, street litter and fly tipping.

Mr Scott-Lee stated that since the company had started operating the staff had become more intuitive and commercially aware. The staff had embraced flexible working so that they could meet customer demands. Also since securing the Metropolitan Housing Trust contract Streetwise were now rated within their top commercial contractors which had opened up more opportunities. He stated that this was a great accolade to the staff.

With regard to reporting arrangements Mr Scott-Lee explained that he reported to both the client officer, the Executive Manager – Neighbourhoods, and to the Strategic Board which consisted of four elected Members.

Mr Scott-Lee explained the company's initiatives including the establishment of a Young Person's Training Programme, continued support to the Friary, Direct Learn for long term unemployed adults, working with Radcliffe on Trent Parish Council and the refurbishment of ex greenhouses at Rockley Park, support at events such as the Christmas Lights Switch On and assisting the Clean for the Queen campaign. Following the success of the Clean for the Queen campaign where nearly 4 tonnes of litter was picked it had been agreed to make this an annual event through encouraging more community clean ups.

The Board was informed of the key performance indicators for the company and how it had performed including streets passing the clean street inspection, cleanliness in respect of litter, detritus, graffiti and dog fouling, response to fly tipping within 48 hours and offensive graffiti removal within 24 hours. Mr Scott-Lee explained that if the offensive graffiti was of an offensive nature he expected it to be cleared within 2 hours. He informed Members that there was an excellent working relationship with the Council's call centre which enabled this work to be carried out efficiently.

As for the Prime Contract Mr Scott-Lee informed Members that the company was continually reviewing its procedures especially in relation to health & safety, high speed roads, recycling, cemeteries, toilets and leaves & detritus.

In conclusion Mr Scott-Lee stated that Streetwise was now trading as a normal commercial company offering its services to a wide range of both public and private sectors. He praised the staff for their hard work and for embracing the flexible attitude that would make the company a commercial success.

Members asked about abandoned cars and were informed that these were identified and then reported to Nottingham City Council who assisted in the arrangements for removal.

With regard to other contracts and performance indicators Members were informed that the main client was Metropolitan Housing Trust and that they too had standards that had to be met. Regarding Health & Safety Mr Scott-Lee stated that the Council's HR team assisted the company. In respect of environmental issues the company was keen to ensure that all rubbish collected that could be recycled was incorporated within Rushcliffe's own

systems. He stated that the company had achieved ISO9001 and that he would inform Members who the accrediting body was.

As part of his presentation Mr Scott-Lee had stated that dog fouling was an issue and that maybe the new requirement for all dogs to be chipped could be used to identify the minority of owners who were irresponsible, Members felt that this was an interesting, yet useful idea. Councillor Plant stated that she felt that dog fouling on the streets of West Bridgford was becoming an issue. The Executive Manager - Neighbourhoods said that the residents' survey had indicated that people's perception was that dog fouling was less of a problem than in 2012.

Members were concerned about fly tipping and queried if evidence was obtained and how this was used. The Executive Manager - Neighbourhoods stated that there was an operational procedure in place and that any evidence was bagged and tagged and passed onto the Council's Neighbourhood Enforcement Team who would take action including written warnings and prosecutions.

The Board was concerned that Nottinghamshire County Council were introducing registration for vehicles to use their recycling centres and that this could lead to more fly tipping. The Executive Manager - Neighbourhoods stated that officers would be monitoring the situation as it had been identified as a risk by officers. He urged Members to lobby the County Council to ensure that their views were taken into account.

Following a question the Executive Manager - Neighbourhoods explained that the scoring for the key performance indicators followed clear criteria and that the highest score was 5. Members felt that this should be explained in further reports.

Members congratulated the staff who kept Central Avenue, West Bridgford clean and had it cleared by 7.00 am, however it was noted that occasionally trade waste from businesses was not collected until much later giving the area an unkempt appearance. Mr Scott-Lee stated that it was a question of timing and that he would look at this and see if Nottingham City Council could collect earlier.

Members queried if employees were paid the living wage. Mr Scott-Lee stated that all employees were paid the living wage, he also said that they paid apprentices more than the stated wage as they were willing to go the extra mile. The Service Manager - Corporate Governance informed the Board that at the time of transfer there had been 35 full time equivalents employed which had risen to 60; also the staff had moved to seasonal working.

The Chairman asked Mr Scott-Lee to pass on Members thanks to the staff as they were greatly appreciated. He stated that he always passed on compliments via emails or letters for inclusion in Members Matters as it was important that staff realised the impact they had on the Borough.

AGREED that Members had considered and commented on the performance of Streetwise Environmental Ltd for 2015/16 as outlined in the report and the accompanying presentation.

24. **Performance Monitoring – Quarter 3 2015/16**

The Performance, Reputation and Constitutional Services Manager informed Members that the current Corporate Strategy, which the tasks were based on, was coming to the end. She stated that there were two highlights, 'residents' survey refuse and recycling' and 'domestic burglaries'. She stated that the domestic burglary target had been a stretched target, however the number of cases was very low. In addition there was one identified exception, 'Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre', although it was noted that this was only due to a change in the method of collecting the information. Members were informed that officers were considering the target and how this could be set for 2016/17.

Members queried the customer satisfaction target of 75% and whether this would be in the new contract for Glendale Golf as it was felt that this should be higher. The Service Manager - Corporate Governance said that the negotiations for the contract were on-going and that targets had not yet been set. Officers understood Members' concerns and this would be fed into the process. He agreed to investigate further and bring a formal answer back to the Board.

Members queried why there were no targets for LICO36, LITR04 and LIFC09. The Performance, Reputation and Constitutional Services Manager stated that the targets should have been included. In respect of these three targets she explained that the trends had been calculated and that for LIFC09 the actual figure had exceeded the year-end target. She also said that there would be a briefing note prepared on the full results from the residents' survey which would be circulated to Members in the near future. With regard to the trends Members queried LICG16, officers stated that although this indicator was above target the long term trend was down by 1%.

It was noted that the targets for resident satisfaction on the cleanliness of the streets was 70%, however as part of the Streetwise presentation they had stated that they had higher targets to achieve. The Performance, Reputation and Constitutional Services Manager explained that the present targets had been set before Streetwise had been launched and that these had been reviewed for the new Strategy which would come into force in April 2016.

AGREED that the Performance Management Board had considered the progress of the Corporate Strategy and the identified exception.

25. **Work Programme**

The Board considered and agreed its work programme. It was noted that the date of the next meeting had been brought forward to 7 June 2016 instead of 21 June due to the EU Referendum.

The Chairman thanked Members for their input during this municipal year and he hoped that the membership would remain unchanged.

The meeting closed at 9.20 pm.

Action Sheet

PERFORMANCE MANAGEMENT BOARD - TUESDAY 15 MARCH 2016

| Minute Number | Actions | Officer Responsible |
|--|---|--|
| 21. Notes of the Previous Meeting | a) A briefing note be circulated to Members regarding affordable housing. b) Officers to consider the scrutiny of Glendale Golf | Strategic Housing Manager Executive Manager - Finance and Corporate Services & Service Manager - Corporate Governance |
| 22. Parkwood Leisure Contract – Annual Review | a) Comparative data for previous year's usage to be included in future reports b) more information regarding the systems in place for monitoring and preventing accidents to be included in future reports | Parkwood Leisure Ltd |
| 23. Review of Streetwise Environmental Ltd for 2015/16 | a) Members to be informed who the accrediting body was in respect of ISO9001 b) Further explanation in respect of the performance indicator scoring to be included in future reports | Mr Scott-Lee Executive Manager - Neighbourhoods |
| 24. Performance Monitoring – Quarter 3 2015/16 | a) Officers to report back to the Board regarding the customer satisfaction target set in the new contract with Glendale Golf b) A Briefing note to be circulated to Members regarding the full results of the residents' survey | Service Manager - Corporate Governance Performance, Reputation and Constitutional Services Manager |

| Minute Number | Actions | Officer Responsible | Response |
|--|---|---|--|
| 21. Notes of the Previous Meeting | <p>a) A briefing note be circulated to Members regarding affordable housing.</p> <p>b) Officers to coordinate the scrutiny of Glendale Golf</p> | <p>Strategic Housing Manager</p> <p>Executive Manager - Finance and Corporate Services & Service Manager - Corporate Governance</p> | Briefing note being prepared for circulation in March 2016 |
| 22. Parkwood Leisure Contract – Annual Review | <p>a) Comparative data for previous year’s usage to be included in future reports</p> <p>b) more information regarding the systems in place for monitoring and preventing accidents to be included in future reports</p> | Parkwood Leisure Ltd | |
| 23. Review of Streetwise Environmental Ltd for 2015/16 | <p>a) Members to be informed who the accrediting body was in respect of ISO9001</p> <p>b) Further explanation in respect of the performance indicator scoring to be included in future reports</p> | <p>Mr Scott-Lee</p> <p>Executive Manager - Neighbourhoods</p> | <p>iCerti International Certifications Archer House Northbourne Road Eastbourne East Sussex BN22 8PW</p> <p>To be included in future reports</p> |
| 24. Performance Monitoring – Quarter 3 2015/16 | <p>a) Officers to report back to the Board regarding the targets set in the new contract with Glendale Golf</p> <p>b) A Briefing note to be circulated to Members regarding the full results of the residents’ survey</p> | <p>Service Manager - Corporate Governance</p> <p>Performance, Reputation and Constitutional</p> | |

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