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Our reference:
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Date: 27 May 2016

To all Members of the Performance Management Board

Dear Councillor

A meeting of the PERFORMANCE MANAGEMENT BOARD will be held on Tuesday 7 June 2016 at 7.00 pm in the Council Chamber, Civic Centre, Pavilion Road, West Bridgford to consider the following items of business.

Yours sincerely



Deputy Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 15 March 2016 (pages 1 - 11)
4. East Leake Leisure Centre - Annual Report 2015

The report of the Executive Manager - Finance and Corporate Services is attached (pages 12 - 16).
5. Glendale Golf/Edwalton Golf Course Contract – Annual Review

The report of the Executive Manager - Finance and Corporate Services is attached (pages 17 - 40).
6. Performance Management Board Annual Report 2015/16

The report of the Executive Manager - Finance and Corporate Services is attached (pages 41 - 46).
7. Performance Monitoring – Quarter 4 2015/16

The report of the Executive Manager - Finance and Corporate Services is attached (pages 47 - 69).

8. Work Programme

The report of the Executive Manager - Finance and Corporate Services is attached (pages 70 - 71).

Membership

Chairman: Councillor D G Wheeler

Vice-Chairman: Councillor H A Chewings

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

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.

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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	<p>a) A briefing note be circulated to Members regarding affordable housing.</p> <p>b) Officers to consider the scrutiny of Glendale Golf</p>	<p>Strategic Housing Manager</p> <p>Executive Manager - Finance and Corporate Services & Service Manager - Corporate Governance</p>
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>
24. Performance Monitoring – Quarter 3 2015/16	<p>a) Officers to report back to the Board regarding the customer satisfaction target 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 Services Manager</p>

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>	<p>Briefing note circulated April 2016</p> <p>Additional report circulated to members of Performance Management Board on 13 May 2016</p>
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	To be included in future reports
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 Services Manager</p>	<p>Additional report circulated to members of Performance Management Board on 13 May 2016</p> <p>A briefing note was circulated and an article included in Members' Matters.</p>



Rushcliffe
Borough Council

Performance Management Board

7 June 2016

East Leake Leisure Centre - Annual Report 2015

4

Report of the Executive Manager - Finance and Corporate Services

1. Summary

- 1.1. The East Leake Leisure Centre is managed by Carillion Plc. under a Private Finance Initiative (PFI) scheme. This report covers performance at the East Leake Leisure Centre over the contract year, January to December 2015.
- 1.2. In line with other leisure contract reports information is formatted to enable Members to see variations in usage over the past two years. Staff from Carillion will make a presentation at the meeting.

2. Recommendation

It is RECOMMENDED that the Performance Management Board notes and comments on the performance of Carillion’s delivery of the contract over the past year.

3. Reasons for Recommendation

- 3.1. The current leisure services agreement with Carillion identifies a minimum annual usage of 180,000; customer satisfaction rating of 75% (very or satisfied); a 70% compliance rate at inspections against Quest (Sport England quality assurance guidelines) and the provision of a broad range of activities to include children’s holiday activity programmes. Detailed information on the actual performance is included below.

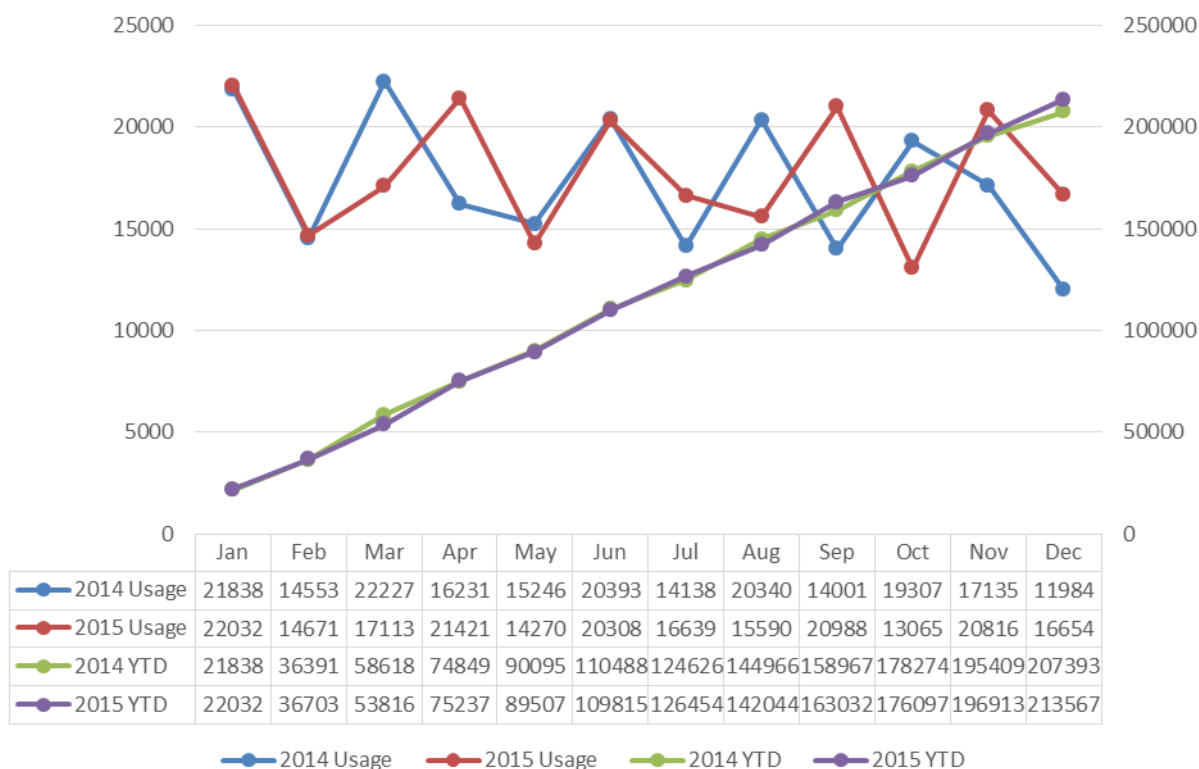
4. Supporting Evidence

Usage

Success Criteria: Achieve Usage levels of 180,000 per year.

Activity	2015	2014	Trend
Swimming	102,096	91,802	+10,294
Health & Fitness	50,615	50,231	+384
Other Usage	60,856	65,360	-4,504
Total	213,567	207,393	+6,174

Monthly Usage Comparison 2014 / 2015



- 4.1. The figures show that usage has increased overall. Swimming remains the most popular activity with over 600 customers enrolled on the lesson scheme. Over the year there has been a 5% increase in lesson take up. The health & fitness use continues to develop with memberships being maintained at over 450 throughout the year. It is anticipated investment in the fitness suite will increase usage even more in 2016.
- 4.2. Usage in other facilities has dropped over the year, mainly due to reduced hall usage and loss of some hockey bookings. Carillion have undertaken mitigating actions including offering discounted badminton sessions and making improvements to the artificial turf pitch.

Activity Programme

Success Criteria: Offer a broad range of activities to include children’s holiday activities programme

- 4.3. Along with swimming for juniors the centre offers trampolining coaching on a weekly basis. Reduced junior membership is available and a specific session for 14-15 year olds is held in the fitness suite every day.
- 4.4. The Centre works with a local clubs to provide a variety of activities for junior members, including; swimming, football, netball, badminton, triathlon, dance and a variety of martial arts. Work has also been undertaken with the Council’s Sports Development Officer to offer free sessions to 14-25 year olds under the Sportivate scheme.
- 4.5. Attendance at holiday clubs increased by 269 users from 2014, with full details as follows;

Holiday Period	Feb Half Term	Easter	May Half Term	Summer	October Half Term	Xmas	Total
Number attending (2015)	67	154	70	884	58	25	1258
Number attending (2014)	82	128	67	634	78	0	989

Use of Information Technology

Success Criteria: use of information is available to assist customers to make and pay for, bookings view timetables, make comments and be kept informed of changes

- 4.6. The Centre uses Facebook and Twitter accounts to keep customers updated with events and activities at the facility. Their Facebook page currently has nearly 900 likes. The Centre publish live timetables for aerobic classes, gym and pool timetables online in a variety of places including the Rushcliffe Borough Council website, the village website and their Facebook page.

Partnership Working

- 4.7. Along with working with local clubs to promote junior usage, see section 4.4, the centre also participates in other local events and national initiatives such as supporting the 'This Girl Can' campaign.
- 4.8. During 2015 the Centre has joined the Active Rushcliffe Forum to build closer relationships with other partners within the Borough.
- 4.9. The Centre is building better relationships with national associations such as Badminton England and England Netball.
- 4.10. The Centre offers Corporate Memberships to local schools and British Gypsum employees and has plans to extend this scheme to the local companies that form the East Leake Traders Association.

Marketing

Success Criteria: Create an innovative approach to engaging all parts of the community in sport and active recreation

- 4.11 Over the past year the marketing programme has included the following initiatives;
- New Year New You promotion- Opportunity to join Centre at a reduced rate and with the first month free.
 - Valentine's day promotion- Existing customers offered the chance to bring a friend for free
 - March- Membership packs provided to five housing developers in East Leake to hand out on completion. The packs included a month's free voucher for the household to use to welcome them to Rushcliffe.

- Late spring- Launch of tennis memberships to run from June to December allowing customers unlimited play on the tennis courts
- Summer- attendance at local village events, including; Bantams presentation day and the carnival, activities and free vouchers were provided to attendees
- School Holidays- Partnership with holiday club providers to deliver a wide range of activities such as; sports, swimming, running, archery, den building and Frisbee golf.
- Summer Six Campaign- Customers offered the opportunity to buy a 6 week membership for the gym, swim, classes, badminton and tennis (a total of 63 memberships were sold over the six week period)
- Autumn- Targeted returning school swimming groups with promotional material, this resulted in the Centres largest influx of swimmers onto the new course
- October onwards- Sportive memberships were promoted, offering 16-25 year olds discounted gym membership
- End of the Year - The Centre supported the 'This Girl Can Campaign' by offering females free gym, swim and class attendance for a week

Customer Satisfaction

Success Criteria: Customer satisfaction levels achieve 70%, inspections carried out by the Leisure Contracts Manager achieve a level of 70%

- 4.12 There were 370 comments recorded at the site with an overall satisfaction rate of 94% being achieved. Internal inspections carried out by the Leisure Site Inspector show an overall mark of 70%, target 70%.

Financial Viability

Success Criteria: reduce revenue costs and improve value for money to Council Tax payers.

- 4.13 There are a number of elements involved in the funding of Leisure Centre. Firstly there is the Council's contribution of £310,854.99 (2015/16) in respect of the PFI unitary payment (£308,512.08 for 2014/15).
- 4.14 In addition a management charge (with utility costs) is also paid by the Council to Carillion for operating the leisure centre. During 2015/16 this was £185k (£191k in 2014/15).

Health & Safety

- 4.15 37 accidents were recorded during the year, none of which were classified as reportable to the Health & Safety Executive. 18 of the accidents reported took place in the swimming pool.

Climate Change

4.16 Carillion state that they are committed to reducing their carbon footprint and continue to invest in energy saving options. This year the Centre have replaced all lights on the artificial turf pitch with LEDs to reduce the amount of electricity used lighting the pitch and have undertaken a number of energy saving initiatives to reduce the amount of energy consumed within the Centre, these include;

- Staff training, education to turn off lights / equipment when not needed
- All pumps (air and water) have been fitted with inverters
- Use of pool covers
- All internal lights (except Sports Hall and Gymnasium) are LEDs

5. Risk and Uncertainties

5.1. The leisure management contract with Carillion regarding the future operation of the Leisure Centre is subject to a further review in 2016.

6. Implications

6.1. Finance

These are addressed within the report.

6.2. Legal

None arising from this report.

6.3. Corporate Priorities

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

6.4. Other Implications

None arising from this report.

For more information contact:	Rosie Caddy Acting Service Manager (Finance and Corporate Services) 0115 914 8251 rcaddy@rushcliffe.gov.uk
Background papers Available for Inspection:	Carillion's Annual Report
List of appendices (if any):	None

Report of the Executive Manager - Finance and Corporate Services

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 and about to be extended until December 2025. The report details activity for the year 2015. Representatives from Glendale Golf Ltd will be in attendance to provide a presentation and respond to questions.
- 1.2. Members are requested to comment on performance to date and any areas where the partnership could be strengthened to improve outcomes. Whilst it has been a challenging year PMB, via the scrutiny process, has looked to help improve the delivery of golf at Edwalton, working with the Executive Manager (Finance and Corporate Services) and Glendale. Whilst there is still much to do, much has been achieved as demonstrated by this report.

2. Recommendation

It is RECOMMENDED that Members comment on the performance of Glendale Golf's delivery of the contract over the past year as outlined in this report.

3. Reasons for Recommendation

- 3.1. To comply with good practice in reporting on annual contract performance.

4. Supporting Evidence

National Picture

- 4.1. The national decline in golf participation continues. The latest statistics produced by England Golf following a 2014 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. There are 20% less golfers than there were 10 years ago, with 2015 being the first year of stability. That said persistent wet weather from October to December 2015 meant there was a decline of 13% nationally, compared to the previous year. This makes the financial environment difficult with reduced commercial viability of the golf course.

PMB and associated actions

- 4.2. During a meeting of the Board on the 3 February 2015 concerns were raised over performance monitoring at the course, as a result regular updates were requested by the Board. A summary of meetings during the year and actions that resulted are detailed below:

PMB Date	Issues Raised	Actions taken
3 February 2015	<p>Members expressed over performance monitoring and requested that officers;</p> <p>(i) Review and revise the reporting arrangements which reflected the performance standards and indicators within the contract.</p> <p>(ii) Report on actions being taken by Glendale to increase usage at the facility.</p> <p>(iii) Continue to work with Glendale to identify areas where the Council could assist with the actions being taken to increase usage.</p>	<p>Inspections identified poor state of the greens. Additional green keeping support provided by the Head Green Keeper (Duxbury Park). Once a fortnight to support</p> <p>Usage from January to May up on from previous year. Pro-shop converted to an activity room.</p> <p>Publicity for the course provided over the Council's social media accounts.</p>
16 June 2015	<p>Members reiterated concerns and expressed fresh concerns over the state of the facilities.</p>	<p>New equipment purchased by Glendale, resulting in an improvement to the state of the course.</p> <p>Increase of 9,000 users up to August,</p> <p>Promotion of Footgolf as by the Council and Notts TV.</p> <p>Formulation of seven strategic objectives for Members to consider to bring the monitoring in line with other contracts such as Parkwood Leisure and Carillion Ltd.</p>
15 September 2015	<p>Members expressed concerns, following visits to the facility, over the condition and cleanliness of the clubhouse. 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.</p>	<p>The then Interim Executive Manager (Finance and Commercial) and Service Manager (Corporate Governance) visited the Course. From the visit the Centre Manager had been challenged and an action sheet produced. The following</p>

	<p>Members proposed three points</p> <p>(i) There should be an action plan for Glendale Golf to improve the facility, including specific points such as redecorating, showers, customer services.</p> <p>(ii) There should be a committee/panel to review the future of the facility.</p> <p>(iii) That there should be targets for the contract to be monitored against, and that 75% for customer satisfaction should be increased.</p>	<p>actions had taken place by November;</p> <ul style="list-style-type: none"> • Ensured routine checks were maintained of toilets/changing facilities. • A deep clean had taken place of the carpet. • Confirmation that the entrance corridor and bar area would be redecorated (completed) • Redeployment of arena furniture to replace tired and dated items at the course. <p>Gathering of baseline data to produce acceptable targets commenced against the proposed strategic objectives.</p>
23 November 2015	<p>Members had stated that they felt that there was poor advertisement of the venue.</p> <p>Members reiterated that they felt that a more progressive target for Customer Service should be set</p> <p>More robust Health and Safety performance reporting was requested.</p>	<p>A forward marketing plan was requested (now received) for the course.</p> <p>Officers commenced work on a more extensive performance monitoring matrix and associated targets</p> <p>See above</p> <p>Following the sudden illness of the Contracts Manager resource was procured from South Kesteven District Council with the provision of a Leisure Facilities Inspector. As a result the Inspector has taken a practical approach to inspections and has sought follow up of identified issues from the Centre Manager following each inspection (approximately three times a month).</p>
15 March 2016	<p>Due to a combination of contract negotiations, and the unavailability of Glendale representatives, the presentation of the annual report was postponed.</p>	<p>13 May 2016, a summary performance position was reported, see Appendix 1.</p> <p>A proposal has been made to</p>

	However Members felt that some form of update was required to inform the Board regarding the on-going review, an extra meeting was requested for this purpose.	increase the customer satisfaction bar to 80%.
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Further information

- 4.3. There have been some changes to staffing at the Golf Course during 2015. The resident pro-golfer left in October, resulting in no lessons taking place between October and December. Prior to this 677 lessons had been completed, including 244 junior lessons. A new Pro and Golf Services Supervisor was appointed in January 2016 and lessons have resumed.
- 4.4. In terms of performance key comments are as follows (Appendix 1):
- (a) Objective 1.1 - usage is down slightly compared to the target, usage for the first 3 months (January to March 2016) is below the equivalent period in 2015 by 3.39%. This reflects a national decline due to weather conditions which Glendale will comment further on at this meeting.
 - (b) Objective 2.1 – the loss of the professional, mentioned above, during the year clearly has adversely effected performance; and
 - (c) Glendale undertook an annual customer service questionnaire to a customer base of around 2000 people in 2015. Unfortunately only 17 customers responded which makes it difficult to draw firm conclusions. PMB have suggested in the past that the bar is raised to 90% in terms of a target. The satisfaction results for 2015 gives performance at a rating of around 70%. The view of Glendale is, given current performance, that 80% for 2016/17 is a 'stretch target'. It is also suggested a specific measure of satisfaction with the Golf Professional is introduced.
- 4.5. During the year, and currently, a number of marketing and promotional initiatives have taken place to encourage use for both golf and social use as follows;
- Autumn rewards card
 - Evening Post advert
 - Leisure Centre/Glendale Golf combined offers (e.g. 10% off green fees)
 - VIP Weekend
 - Hollywood Christmas Party Marketing
 - Free Golf for the rest of the year when joining on an annual package
 - 25% off green fees booked online and associated marketing;
 - New joiners to join with a friend and save 10% on membership subscriptions
 - Flyers in local areas for Christmas lunches
 - Winter Rewards Card
 - Minimum twice weekly emails to members and customers on EGC's database with club information or offers
 - Increased social media presence, facebook etc
 - Leaflets and posters to promote the re-launch of the junior academy

- Emails, posters and flyers in local schools, shops, leisure centres, community centres
 - 'Tee off' 2016 campaign, in April green fee and golf lesson offers
- 4.6. A forward marketing plan has been produced detailing initiatives, offers and marketing for the first half of 2016 (Appendix 4), this runs alongside the central Glendale Golf marketing plan.
- 4.7. A new performance matrix is currently being devised to more closely monitor performance at Edwalton Golf Club, for further details see Appendix 5.

New Contract

- 4.8. A new contract is currently being finalised between the Council and Glendale. It has been extended to November 2025 and ensures the contract is more financially viable for the contractor in what is a challenging commercial environment.
- 4.9. Whilst the Council's revenue return reduces Glendale are looking to invest £50k in capital on the golf course (and premises), demonstrating their commitment to Edwalton and improving the service. Below is a summary of where the expenditure is being targeted (subject to agreeing specifications and obtaining quotations). Further details will be provided at the meeting. Timing of the proposed works is linked to when the most benefit can be realised and minimising the impact on service users.

Date	Area	Expenditure	Cost net of VAT
June 2016	Practice Range	Mobile range bay cover New range ball dispenser Range targets	£10,000
October 2016	Winter Tees	Winter tee mats for main course	£3,000
October 2016	Bar and Function Rooms	New furniture and carpet	£10,000
February 2017	Toilets and changing rooms	Refurbishment	£15,000
May 2017	Meeting room	New furniture and refurbishment	£2,000
October 2017	Bungalow	Refurbishment	£10,000

5. Risk and Uncertainties

As fewer people are now playing golf there is an increased risk to income for Glendale Golf. This is mitigated against by the new contract (see financial implications below).

6. Implications

6.1. Finance

Due to on-going commercial viability issues the annual fee paid by Glendale to the Council has been reduced from c£103k to c£21k by 2017/18. Over the MTFS from 2016/17 this is a reduction in income due to the Council of £106k. Glendale have committed to invest £50k in capital works over the next two years.

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:	Rosie Caddy Acting Service Manager (Finance and Corporate Services) 0115 914 8251 rcaddy@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	1: Progress Against Strategic Objectives 2: Usage figures 3. Health and Safety Accidents and Incidents 4. Marketing Plan 5. Potential Performance Management Matrix

PROGRESS AGAINST STRATEGIC OBJECTIVES

	Strategic Objective	Description	Collection Method	Target
1	Develop use of the facilities	<p>1.1 Annual usage figures shown as main course, par 3 course, practice ground/lessons, non-golf activity.</p> <p>Year on year comparison</p>	Build-up of monthly figures	<p>60,000 2015/16; actual 57,989</p> <p>60413 achieved in 2014</p> <p>For the first 3 months in 2016 usage is 5,607 against 5,804 for the same period in 2015 (-3.39%).</p>
		<p>1.2 Number of new golfers attracted to the courses</p> <p>Year on year comparison</p>	<p>Numbers attending school holiday programmes and regular coaching sessions</p> <p>Number of members/season ticket holders pa</p>	<p>Coaching sessions for juniors who attend the Edwalton Primary School. Around 10 children attend this each week.</p> <p>As well as this, Glendale are working hard to build upon a regular base of children who will attend weekend lessons and join the Edwalton Academy.</p> <p>It is currently renewal season. There are around 140 active members currently. Expected figure to rise to near 160-170. This figure last May was 150.</p>
		<p>1.3 Number of attendances for non-golf activities</p> <p>Year on year comparison</p>	<p>Numbers attending regular non-golf activities</p> <p>Numbers attending one-off social events</p>	<p>5500 non-golf activities</p> <p>Over the last year, Glendale have seen 7500 people attend for non-golfing activities.</p>
2	Develop services for young people	<p>2.1 Develop opportunities for young people at the site</p> <p>Year on year</p>	<p>Number of young people (5-18) attending regular golf coaching sessions</p> <p>Numbers attending one-</p>	<p>The pro left Glendale late last year and the new pro started in the new year.</p> <p>Target 1200 for</p>

	Strategic Objective	Description	Collection Method	Target
		comparison	off social events - reportage and user figures on regular non-golf activities for young people at the site	2016/17
3	Use of information technology	3.1 Use of information technology is available to assist customers make and pay for bookings, view tee times and make comments Year on year comparison	Number of web page hits, electronic bookings and on-line offers available	Glendale are introducing a new website by the end of May 2016, a further update will provided in the June meeting by Glendale. Glendale have grown their Facebook 'likes' from 40 in November to currently 220.
4	Partnership working	4.1 Work with the golf club to maintain membership and participation in internal and external competitions 4.2 Work with the Golf Foundation and participate in joint initiatives to promote golf Year on year comparison	Number of club members Meetings attended with club committee Annual calendar of club competitions Edwalton Imp event Reportage and numbers participating in schemes and initiatives	Please see section 1 Meet with club committee monthly. The club calendar of competitions and events is now available to anybody. Work with the Notts Union of Golf Clubs (NUGC) to run the annual Edwalton Imp event and the nippers tour.
5	Marketing – Create an innovative approach to engaging all parts of the community in using the facilities	5.1 Develop a plan of campaigns and promotions for golf and golf related activity and promoting the use of the pavilion for non-golf activity	Annual marketing plan	An annual marketing plan is in place and a tailored quarterly plan detailing activities.
6	Customer satisfaction – satisfaction levels achieve	6.1 Percentage of golfers satisfied with the overall condition of the	Reported monthly using information collected through customer comment forms, verbal	75% annual target, to be revised to 80%. Actual 2015, 71.8%

	Strategic Objective	Description	Collection Method	Target
	75%	courses split for main and par 3 courses	comments, letters, emails and other correspondence	
		6.2 Percentage of golfer satisfied with the golf professional services	Reported monthly using information collected through customer comment forms, verbal comments, letters, emails and other correspondence	75% annual target, to be revised to 80% Not currently measured.
		6.3 Percentage of users satisfied with the catering service	Reported monthly using information collected through customer comment forms, verbal comments, letters, emails and other correspondence	75% annual target, to be revised to 80%. Actual 2015, 60%
		6.4 Percentage of users satisfied with Customer Service	Reported monthly using information collected through customer comment forms, verbal comments, letters, emails and other correspondence	75% annual target, to be revised to 80% Actual 2015, 70.6%
7	Environmental, Health & Safety	7.1 Retention of ISO 14001 certification	Provide a copy of inspection certificate Provide an analysis of reported accidents and incidents	Annually reviewed Reported on a monthly basis.

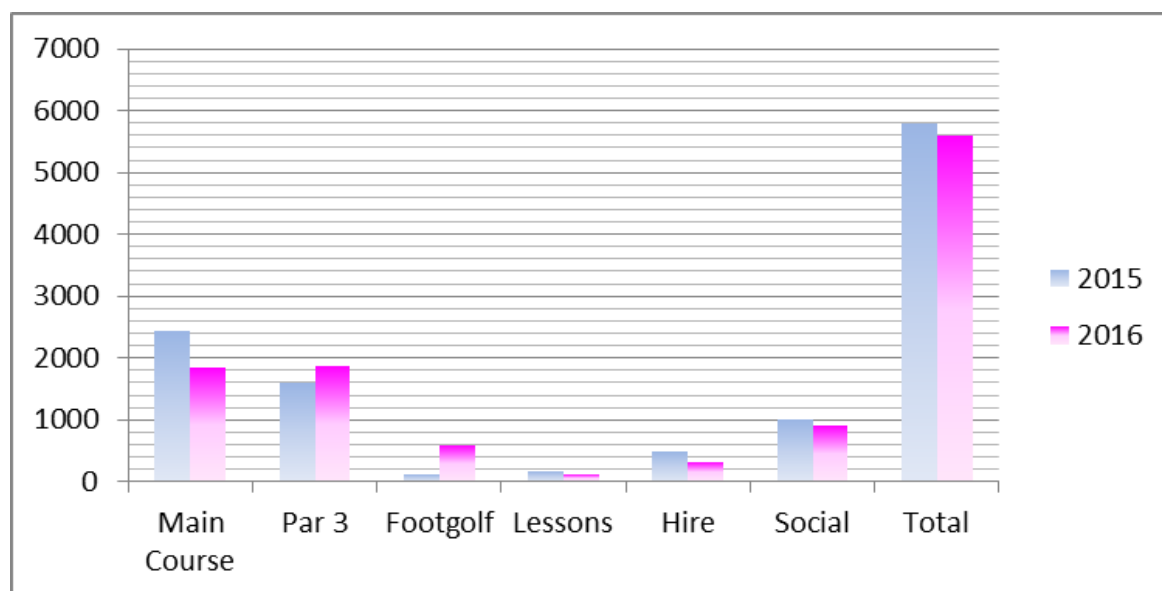
1. Usage compared to the previous year is as follows;

Usage	2015	2014
Main Course	33,599 (inc footgolf)	28,721
Par 3 Course	12,193	13,745
Lessons & Practice	4,723	6,459
Social	7,474	11,488
Total	57,989	60,413

2. As at the 1 April 2016 there were 140 members on the books

3. Usage at the course for the first three months of 2016, compared to 2015, is as follows;

Type of use	2015	2016
Main Course	2,433	1,838
Par 3	1,590	1,859
Footgolf	127	577
Lessons	162	108
Hire	483	312
Social	1,009	913
Total	5804	5607



Accidents and Incidents



Monthly Accident and Incident Report

GOLF COURSE NAME	Edwalton
MONTH	Year 2015

DATE	LOCATION OF ACCIDENT OR INCIDENT	TYPE OF ACCIDENT OR INCIDENT	PERSON AFFECTED	CATEGORY OF ACCIDENT	ACCIDENT BOOK COMPLETED?	FIRST AID GIVEN?	999 REQUIRED?	RIDDOR?	DESCRIPTION OF ACCIDENT/INCIDENT	ANY ACTIONS TAKEN AFTER ACCIDENT/INCIDENT
23/05/2015	bar	other	staff member	minor injury	YES	YES	NO	NO	Member of staff washing beer glass and cut hand on the glass.	First aid and accident form.
02/05/2015	golf course	hit by moving flying or falling object	customer	dangerous occurrence	YES	NO	NO	NO	Golfer hit on the head by Football	Reassured customer and spoken to Footballers regarding etiquette.
30/09/2015	Car park	Trip and fall	Customer	Minor Injury	Yes	No	No	No	Whilst leaving the centre at around 22:00 after bridge club, Individual fell up the curb in the car park. A light was out.	Reported incident to Rushcliffe Borough Council in order to get lights working. Lights repaired.

Appendix 4

Marketing plan provided by Glendale Golf Ltd

Month	Campaign	Marketing Plan and Sales Activity	Budget	Cost	Forecast Revenue	
January	Golf Day Pass £9	Mail chimp email. Repeat same email every 2 weeks	300	-	2500	
		Banners and posters		75		
		Google ads campaign		20-40		
	Academy and coaching	Facebook post with images from mail chimp campaign		10	500	
		Posters and flyers from urban print. Take to schools. Leisure Centres. Usual shops/pubs		75		
		Facebook posts introducing Simon		10		
	Casual Dining	Take existing flyers around local area. Put on cars in car parks and outside the school		-	400	
February	Golf Day Pass £9	West Bridgford Wire	200	90	5000	
		Local News - Rushcliffe & West Bridgford Editions		150		
		Notts in Focus Newspaper		-		
		Mail chimp email. Repeat same email every 2 weeks		-		
		Google ads campaign for "Golf 9 holes Nottingham"		20-40		
	Menu Printing Functions	Print of new menu when finalised. May roll over in to March. Promotion through Local News and West Bridgford Wire. Costs incorporated into green fee campaign	100	100	3000	
March	Green fee campaign	Potential continuation of Day pass campaign depending on uptake in February	250	90	7500	
		If not, twilight green fee marketing in terms				
		West Bridgford Wire				150
		Local News - Rushcliffe & West Bridgford Editions				-
		Notts in Focus Newspaper				-
	Functions	Mail chimp email. Repeat same email every 2 weeks Promotion through Local News and West Bridgford Wire.		90		
April	Casual Dining / New Menu	Notts in focus ad	200	Free	500	
		Get into golf - England Golf NUGC flyers. Take to schools		Free	1000	
		Get into Golf		150	2000	
		Functions		20		
	9-Hole League	Boosted Facebook post	20	20	500	

May	Casual Dining	Leaflet drops to local businesses. Parents on the school run etc.			1000
	Footgolf Summer Relaunch	Relaunch of Footgolf. Banners, posters, flyers.	150	Paid in April 150	8000
		Google ads campaign for NOTTINGHAM FOOTGOLF, plus boosted Facebook post	50	50	2000
	Twilight Casual Golf Campaign	Facebook campaign, Mailchimp email. Banners and flyers	100	100	2000
June	Festival of golf (preparations)	Advert in LOCAL NEWS	150	150	5000
		Banners, posters, flyers to all local schools, LC's, shops	300	300	5000
July	Lark in the Park Summer holiday camps	Banner x 2. Flyers for people walking past	200	100	750
		Flyers to be taken to school to advertise golf/footgolf day camps through the holidays	100	100	1500

Proposal for Rushcliffe Borough Contract (Client) contract monitoring for the management of Edwalton Golf Course by Glendale Golf Limited

Principles

- The overall lead client role for RBC in respect of the Glendale contract will be performed by the Executive Manager (Finance and Corporate Services) supported by the Service Manager (Finance and Corporate Services).
- Monthly client meetings will be held between the Executive Manager (Finance and Corporate Services) and the manager of the golf course, with quarterly attendance by the Managing Director of Glendale Golf Ltd.
- The main purpose of the client role will be to ensure that the contract is being delivered according the agreed performance management framework (PI's and qualitative specifications)
- Requests for variations to the contract will be recorded and agreed by the client
- Data will be gathered on a monthly basis to inform monthly client meetings
- Issues of concern and associated rectification, default and failure issues will be recorded and reported to Glendale with the objective of agreeing a resolution and timescale for compliance at the monthly meeting.

Monitoring Arrangements

It is proposed that monitoring will initially take place on a monthly basis with data being provided by the manager of Edwalton Golf Course covering key indicators supported by additional data identified in this document.

	Glendale Performance Matrix MONTH.....		
Function	Objective, Description and Evidence	Score	Target
A) Performance against Key indicators	<p>Customer Satisfaction</p> <ol style="list-style-type: none"> 1. Percentage of golfers satisfied with the overall condition of the courses split for main and par 3 courses. 2. Percentage of golfer satisfied with the golf professional services 3. Percentage of users satisfied with the catering service 4. Percentage of users satisfied with the cleaning service 5. Percentage of users satisfied with the facilities <ul style="list-style-type: none"> • Reported quarterly using information collected through customer 		<p>8 (80%/4 out of 5) As above As above As above As above As above</p>

	<p>comment forms, verbal comments, letters, emails and other correspondence – all complaints, compliments and comments to be reported for period</p> <ul style="list-style-type: none"> • Annual report = random sample of minimum 300 users taken at different times of the week, including evenings and weekends • Any significant issues to be reported at monthly meetings 		
	<p>Rectification and Defaults</p> <p>Following inspections or identified issues rectification notices will be served as soon as is reasonably practicable on issues requiring action. This may be by email and may be via the Inspector. A set time period (variable, depending on type of issue) will be given for rectification.</p> <p>If not rectified a default notice will be issued for immediate rectification within 7 days.</p> <p>If the issue is not rectified a failure notice will be issued. There are consequences to failure notices: the client will either instruct their own contractor to rectify the issue and charge the contract holder for both the full cost and officer time taken to rectify the default failure, terminate the contract if of sufficiently serious nature or both.</p> <ul style="list-style-type: none"> • On a monthly basis at contract meetings the list of current defaults will be discussed and reviewed with a reminder of due dates <p>N.B. Any industrial action or similar unforeseen occurrences will be taken into account when issuing notices when timescales are not met</p>		<p>95% of rectification notices resolved in timescales</p> <p>100% of default notices resolved in timescales</p> <p>0 failure notices served</p>
	<p>Develop use of the facilities</p> <p>Monthly usage figures provided for;</p> <ul style="list-style-type: none"> • Main course 		<p>60,000 users pa</p>

	<ul style="list-style-type: none"> • Par 3 course • Practice • Lessons (including juniors and school holiday programmes) • Social events • Non-golf activity <p>No of Season Ticket Holders</p> <p>No of New Members</p>		
	<p>Develop services for young people Quarterly usage figures provided for;</p> <ul style="list-style-type: none"> • Number of young people (5-18) attending regular golf coaching sessions • Numbers attending one-off social events • Reportage and user figures on regular non-golf activities for young people at the site 		<p>300 juniors pa attending Lessons</p> <p>1200 juniors pa attending social events</p>
	<p>Use of information technology Use of information technology to assist customers making and paying for bookings, view tee times and make comments</p> <p>Quarterly figures provided for;</p> <ul style="list-style-type: none"> • Number of web page hits, electronic bookings and on-line offers available • Any improvements to online access 		<p>Await baseline figures</p>
	<p>Partnership working To work with the golf club to maintain membership and participation in internal and external competitions</p> <p>To work with national bodies and participate in joint initiatives to promote golf</p>	<p>Last meeting:</p>	<p>166 club members pa</p> <p>Monthly meetings</p>

	<p>Quarterly figures provided for;</p> <ul style="list-style-type: none"> • Number of club members • Meetings attended with club committee • Annual calendar of club competitions • Edwalton IMP event • Reportage and numbers participating in schemes and initiatives 	<p>___/___/___</p> <p>Published? ___/___/___</p> <p>Last updated: ___/___/___</p> <p>Details provided of partnership working? Yes/No</p>	<p>with club committee.</p> <p>Publish annual calendar of club competitions by the 31 March and update regularly</p> <p>Provide details of monthly partnership working.</p>
	<p>Marketing Create an innovative approach to engaging all parts of the community in using the facilities</p> <p>Develop a local plan of campaigns and promotions for golf, golf related activity and promoting the use of the pavilion for non-golf activity in conjunction with any corporate (national) marketing campaigns.</p> <ul style="list-style-type: none"> • Produce and provide a corporate and local annual marketing plan prior to the 31 March each year 	<p>Received? Yes/No</p>	<p>Production of annual marketing plan prior to the 31 March</p>
	<p>Health and Safety To be provided for as per the required performance standards as per contract which includes, but is not limited t:</p> <p>To provide all services, using trained and competent staff, where appropriate, in accordance with all relevant legislation and industry good practice.</p> <p>Ensure adequate first aid cover</p>		

	<p>Maintain a Health and Safety file and COSHH register. Ensure appropriate storage of plant, materials and substances and that adequate PPE is available.</p> <p>Ensure emergency and evacuation arrangements are in place. Including staff training and evacuation practices at least every six months.</p> <ul style="list-style-type: none"> • Confirmation on a quarterly basis that all of the above is in place • Provide copies of all Health and Safety audits on a quarterly basis <p>Safeguard from legionella.</p> <ul style="list-style-type: none"> • All appropriate arrangements in place at ALL times. Including testing and associated works. Confirmation this is in place on a monthly basis <p>Deal effectively with accidents</p> <ul style="list-style-type: none"> • Provide a quarterly analysis of reported RIDDOR and non-RIDDOR accidents and incidents 		
	<p>Environmental Annual reporting on minimum required performance standards as per contract focusing on energy, water, pesticide usage etc</p>		
	<p>Overall condition of the golf course To meet required performance standards as per contract</p> <ul style="list-style-type: none"> • Copies of course checks and results to be provided quarterly and discussed at monthly meetings 		
<p>B) Compliance with Contract Outputs and Specifications</p>	<p>Maintenance of buildings To meet required performance standards as per contract</p> <ul style="list-style-type: none"> • Regular inspections (minimum of fortnightly) by client inspector • Completed reports to be reported and discussed at monthly meetings 		<p>8</p>

	<p>Cleaning Services To meet required performance standards as per contract;</p> <ul style="list-style-type: none"> • Regular inspections (minimum of fortnightly) by client inspector • Completed reports to be reported and discussed at monthly meetings 		8
	<p>Catering Services To meet required performance standards as per contract</p> <ul style="list-style-type: none"> • Regular inspections (minimum of fortnightly) by client inspector • Completed reports to be reported and discussed at monthly meetings • To evidence maintenance of any appropriate licenses • To achieve a minimum rating of 4* in Environmental Health Inspections 		8 Evidence of licenses Confirmation of 4* rating

Scoring

Score	Classification
1-2	Unacceptable
2-4	Poor
3-4	Weak
5	Average
6-7	Fair
8-9	Good
10	Excellent

Qualitative Performance Description

The description for each measure provides a link to the prime contract specification (where appropriate) but also seeks to provide some context to explain to both client assessor and contractor what standard needs to be achieved to merit a score of five in terms of Customer Satisfaction and ten in other assessments.

Function	Objective, Description and Evidence	Five/Ten Rating Actions or Results Plus all service outputs as per contract
A) Performance against Key indicators	Customer Satisfaction	Customers assessing all outputs and questions asked at 5
	Rectification and Defaults	To deal with all rectification actions within any set timescale. Receipt of nil default and nil failure notices
	Develop use of the facilities	To evidence member numbers, user numbers and new members Reach 60,000 users within the year Evidence actions taken to encourage use and membership
	Develop services for young people	To evidence junior numbers including lessons Reach 300 juniors attending lessons within the year and 1200 attending social events Evidence actions taken to encourage use by juniors, for example work towards the IMP event and nippers tour
	Use of information technology	Demonstrate website hits and channel shift regarding registration, payments etc
	Partnership working	To evidence attending monthly meetings with

		<p>the club and work towards any agreed action points arising</p> <p>To publish, and update when relevant, an annual calendar of club competitions</p> <p>To reach a minimum of 166 club members</p> <p>To evidence what work has been undertaken with national bodies</p>
	Marketing	<p>To have published by the 31 March each year an annual marketing plan for both corporate initiatives and local initiatives</p> <p>To evidence each month that actions have taken place as described</p>
	Health and Safety	<p>To be able to evidence that all contract requirements are being actioned</p> <p>To evidence excellent results in all H&S audits</p> <p>To evidence adequate reporting of accidents/incidents</p> <p>To evidence action taken to reduce any risk of accidents and incidents</p>
	Environmental	<ul style="list-style-type: none"> Annual reporting on minimum required performance standards <p>Measuring use of energy, water, pesticides etc and demonstrating movement towards being more environmentally friendly</p>

	Overall condition of the golf course	Assessed as excellent by users and independent reviews
B) Compliance with Contract Outputs and Specifications	Maintenance of building	<p>For buildings to be maintained in an excellent state of repair (where it is the contractors responsibility)</p> <p>Damage to be rectified</p> <p>Fabric to be repaired using same or superior materials as original</p> <p>Internal and external decoration to be kept in excellent repair</p> <p>Any repairs to the wall or floor coverings to be carried out within seven days</p>
	Cleaning Services	<p>The facility to be clean, safe, healthy, hygienic and litter free</p> <p>During inspections it should be apparent that;</p> <p>The appropriate cleaning materials are being used</p> <p>Bins are being emptied regularly</p> <p>Carpets have been hoovered at least daily and are clean</p> <p>Floors are clean and free of debris</p> <p>That surfaces are free of dust, grime or other</p>

		<p>dirt/debris</p> <p>That toilets and changing facilities are cleaned and cleaning 'tick' sheets have been completed to evidence this</p> <p>That urinals, toilets and any changing facilities are clean and free of lime scale, dirt and any other debris</p> <p>That the car park is clean and free of debris</p> <p>Roads and pathways are clean and free of debris and obstructions</p> <p>Glazing is clean and free of smears and dirt etc</p> <p>That furniture is clean and free of dirt and debris</p> <p>That walls, fixtures, skirting, grilles and inlet/extractors are clean and free of dirt and debris</p>
	<p>Catering Services</p>	<p>Selection of hot and cold beverages and meals and light snacks on a daily basis, including, vegetarian, vegan and healthy eating options</p> <p>Evidence that correct storage is adhered to</p> <p>Products clearly labelled to alert of any possible allergic reaction</p> <p>Evidence that unused freshly prepared items</p>

		are destroyed and not frozen and/or reused on a daily basis Evidence that appropriate licenses are in place Minimum 4* EH inspection result.
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Report of the Executive Manager for Finance and Corporate Services

1. Summary

- 1.1. This annual report reviews the work undertaken by the Performance Management Board during 2015/16. Each of the scrutiny groups prepares an annual report and these will be presented to full Council in September 2016. The Board has met four times during the year.
- 1.2. Over the year, the Performance Management Board scrutinised and monitored the quarterly performance in relation to the Council's strategic tasks and the key performance indicators as presented in the Council's Corporate Strategy.
- 1.3. In addition, the Board scrutinised:
 - Civil Parking Enforcement Contract Update 2015
 - Edwalton Golf Course Update – September 2015
 - Review of Customer Feedback 2014/15
 - Edwalton Golf Courses Update – November 2015
 - Equality and Diversity Annual Report
 - Parkwood Leisure Contract Annual Review
 - Review of Streetwise Environmental Ltd for 2015/16
- 1.4. The Performance Management Board is asked to review the report and consider if it fully reflects the work undertaken by the group.

2. Recommendation

It is RECOMMENDED that the Performance Management Board approve the report and forward it on to Council for consideration.

3. Risk and Uncertainties

- 3.1. Risks are considered as an integral part of Performance Monitoring.

4. Implications

4.1. Finance

There are no direct financial issues arising from this report.

4.2. Legal

There are no legal issues arising from this report.

4.3. Corporate Priorities

The Corporate Priorities are considered as an integral part of Performance Monitoring.

4.4. Other Implications

There are no other issues arising from this report.

For more information contact:	Charlotte Caven-Atack Performance, Reputation and Constitutional Services Manager 0115 914 8278 email ccaven-atack@rushcliffe.gov.uk
Background papers Available for Inspection:	Not relevant for this report
List of appendices (if any):	Performance Management Board's Annual Report

Chairman's Foreword

This annual report summaries the main work undertaken by this scrutiny group during the year. Scrutiny ensures the Borough Council makes its decision properly underpinning policy-making on thoroughness, challenge, analysis and evaluation.

We have explored the Council's performance against its strategic tasks and key performance indicators. There have been many areas of strength, balanced against areas where improvement and development is needed. We celebrated and highlighted the good performance and reviewed and investigated areas where improvements are required. Our work has been rewarding and fulfilling. The role of an 'overseer' and 'surveillance' helps the Council to maintain its high standards and value for money in these current difficult financial times.

Thank you to all my colleagues, especially my Vice Chairman, for their input, engagement and participation.



**Councillor Gordon Wheeler
Chairman**



**Councillor Hayley Chewings
Vice Chairman**

What we are responsible for

The main role of Rushcliffe's scrutiny groups are to:

- Develop a work programme which scrutinises the Council's priorities.
- Ensure the Group's work helps implement the Council's plans and policies.
- Review, challenge and question how the policy, plans and services are implemented and recommend to Cabinet and Council improvements to services and their performance.
- Ensure the work contributes towards value for money, continuous improvement and best practice.

The Performance Management Board's remit is to scrutinise performance including:

- Monitoring the Council's overall performance.
- Monitoring performance of specific services and ensuring the Council uses resources effectively.
- Complaints.

Our work this year

Monitoring services, helping develop policy and consultation before Cabinet

During the year, the Group considered a wide range of service areas and issues within its scrutiny role, particularly:

- Civil Parking Enforcement Contract Update 2015
- Edwalton Golf Course Update – September 2015
- Review of Customer Feedback 2014/15
- Edwalton Golf Courses Update – November 2015
- Equality and Diversity Annual Report
- Parkwood Leisure Contract Annual Review
- Review of Streetwise Environmental Ltd for 2015/16

Performance Monitoring

An important aspect of the Board's work is to monitor the Council's performance against its key performance indicators and strategic tasks. As part of the Council's performance management framework, the Board scrutinises performance every quarter. Exceptions and highlights are identified and the Board ensures that appropriate action is taken to bring under-performing tasks and indicators back on track. Some of the issues arising from performance reports discussed this year include:

- Performance targets for answering calls within the Community Contact Centre
- Volume of planning applications and the speed at which they are processed
- Targets for various residents or customer satisfaction based indicators
- Perceived greater need for affordable homes than the target suggests

Civil Parking Enforcement Contract Update 2015

Members received a presentation and report relating to the financial performance of the Civil Parking Enforcement Contract. This contract is delivered in partnership with the County Council and other Nottinghamshire districts and ended the financial year

2014/15 with a financial surplus in the off-street account. The Council's proportion of this surplus was £23,082 which would be used to provide security measures and maintain the car parks in the coming years. A further £14,026 had been saved during the last financial year by transferring car-parking enforcement activity to Broxtowe Borough Council. With regard to Penalty Charge Notices (PCNs), Members were informed that the number issued had decreased as the public were now more aware of the service and that this trend was expected to continue in future years.

Edwalton Golf Course Update – September 2015

Following the presentation of the annual report in February 2015 and the subsequent request from the Board, Members received an update on the performance of Edwalton Golf Courses. Officers were pleased to report that usage figures had improved as a result of new equipment purchased by Glendale and presented seven new strategic objectives that would bring the monitoring in line with other contracts with Parkwood Leisure and Carillion Ltd. Some members of the Board had visited the facility and raised a number of concerns including 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. Following a lengthy discussion, Members put forward several ideas for improvements and requested further updates to ensure improvements to the facility were being made.

Review of Customer Feedback 2014/15

Members discussed the Customer Feedback data for 2014/15. In this year there had been 35 complaints, of which 14% had been escalated to stage two, 7 investigations by the Ombudsman (with no judgments against the Council) and 190 compliments.

Edwalton Golf Courses Update – November 2015

Following the last update, Officers had visited the Golf Courses to look at the issues raised by the Board and had created an action plan to address Member's concerns in conjunction with the Golf Course Manager. Members raised additional concerns about inadequate publicity of the venue and the target for customer satisfaction, and made a request for further information on Health and Safety performance. Some 'quick wins', such as the replacement of furniture with items from the Arena that are no longer needed, were identified and actioned.

Equality and Diversity Annual Report

Members received a report which outlined the Council's performance against the objectives in the Single Equality Scheme, which had been adopted in 2012. It was noted that whilst the workforce of the Council did not exactly replicate the demographics of the Borough, officers continued to strive to encourage applications from under-represented areas. Members were reminded that consultation was undertaken regarding any new, or changes to existing, policies and that the Council also undertook equality impact assessments to ensure that any decisions taken did not have an adverse effect. Members were informed that all employees undertook equality and diversity training via an e-learning package, especially new employees.

Parkwood Leisure Contract Annual Review

The Board received the annual report from Parkwood Leisure as well as a presentation from the Parkwood Area Manager. The contract covers five of the Council's six leisure centres. Parkwood reported that they had successfully maintained their Quest accreditation for all centres, transferred many customers to direct debit payments which decreased operating costs and continued to receive high customer satisfaction feedback. In addition, 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. 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 during the rebuild period. Parkwood reported that they were confident that most groups would return when the new facility opened.

Review of Streetwise Environmental Ltd for 2015/16

For the first time, members of PMB received a report and presentation relating to the performance of Streetwise Environmental Ltd which had transferred over from Partnership delivery Group. As this was the first presentation to the Board, Members were informed about the history of the company, how it had been set up and the prime contract it has with the Council. 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. Members were informed that the business was expanding (outside of the prime contract) with the employment of an additional 25 full time equivalents. This has also led to a reduction in the operating costs of the prime contract of £70,000 in year two and a further £40,000 in year 3. The company had also achieved ISO9001.

Members heard that performance was continually monitored and during the past year had highlighted two areas for further improvement – autumn leaf fall and closer working with Highways England in respect of major roads in the Borough. Members were encouraged and pleased to hear about the company's social credentials which include 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.

Member Panels

The Board did not establish any Member Panels this year.

Call-ins

The Board did not discuss any call-ins this year.

Looking forward to the year ahead

The Performance Management Board will build on its work over the last year by scrutinising the Council's performance in delivering its priorities for improvement, along with scrutinising key service areas. The new work programme will be outlined at the first meeting of the next financial year.

Report of the Executive Manager – Finance & Corporate Services

1. Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for 2015/16, containing tasks from the Corporate Strategy 2012-16, and the corporate basket of performance indicators.

2. Recommendation

It is RECOMMENDED that the Performance Management Board consider the progress of the Corporate Strategy and the outcomes that have been achieved.

3. Reasons for Recommendation

Following the good practice established by the Performance Management Board, exceptions and highlights in the corporate scorecard have been considered for this report.

4. Supporting Information

The corporate scorecard, **Appendix 1**, includes detailed progress reports for each of the active tasks monitored in 2015/16 and the corporate basket of 34 performance indicators.

Numerical data used to calculate each performance indicator is included in **Appendix 2**.

There has been significant progress throughout the four years of the Corporate Strategy 2012-16, the outcomes will deliver lasting community benefits and support the aim to improve the economic prosperity of the Borough. The highlights for each task are listed below:

Completed tasks

- **ST14 Adopt the Rushcliffe Local Plan - Core Strategy.** This was approved in December 2014 providing the framework that will give guidance to the building of new homes up to 2028.
- **ST17 Implement Welfare Reform, including: developing a local Council Tax support scheme and transferring housing benefit customers to the national Universal Credit system** - first time single claimants are able to claim Universal Credit, making it easier to claim multiple benefits.

- **ST19 Facilitate activities for Children and Young People to enable them to reach their potential** – the YouNG project has gone from strength to strength providing the opportunities for young people to learn the skills necessary to enhance their chances of gaining good jobs when they leave school.
- **ST20 Deliver the Council's Four Year Plan to reduce costs, generate income and adopt more effective delivery models** - £3.9m was saved and more will continue to be saved in the Transformation Strategy.

Tasks that will continue in the Corporate Strategy 2016-20

- **ST15 Support the regeneration of Cotgrave including new housing, employment opportunities and a vibrant town centre** – new homes are being completed and occupied providing much needed accommodation whilst also providing opportunities for local young people to apply for apprenticeships. When completed the town centre regeneration will bring new life to the shopping precinct.
- **ST16 Undertake an economic assessment of the Borough's potential for business growth** – the Council has successfully applied for 'Growth Deal 2' funding which will be used to help development at sites in Bingham, Cotgrave and Newton. New homes will be built and employment opportunities created.
- **ST18 Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise** – the building of a new joint leisure centre and civic office will enhance the provision leisure facilities in Rushcliffe and modern fit for purpose office accommodation that has been cheaper to build than two separate buildings.
- **ST21 Develop the use of technology to improve customer access and reduce costs** – access to Council services online continues to improve as more can be reported, applied for and paid electronically.
- **ST22 Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio** – over the past 4 years surplus property has been sold and the capital has been reinvested. The future of Bridgford Hall has been secured by gaining Heritage Lottery Funding and the building of the new Arena which will also accommodate the civic offices has released Rushcliffe Civic Centre for disposal.

There are 21 indicators that have achieved green status (achieving or within 1% of target). Nine of these indicators have been selected as highlights for this report:

- **LINS17 – Percentage of residents satisfied with the refuse and recycling service** has met its target and improved from 75% to 80% compared to the last survey in 2012.
- **LINS24 – Number of affordable homes delivered** – the target was reached within the first 6 months as a greater than expected number of affordable homes have been delivered. The 79 completions achieved has exceeded previous years achievements.
- **LINS37 – Domestic burglaries per 1,000 households** – 4.22 compared to the target of 6.40. The number of crimes recorded is

falling and the outturn figure has beaten last years' low of 4.56 domestic burglaries per 1,000 households.

- **LINS38 – Robberies per 1,000 population** – achieved 0.22 compared to the target of 0.24. The number of crimes recorded has fallen to 25 compared to 28 last year.
- **LINS39 – Vehicle crimes per 1,000 population** – achieved 3.54 compared to the target of 3.80 and is the lowest recorded. The number of crimes recorded has fallen from 414 last year to 399 in 2015/16.
- **LIFC08 – Percentage of invoices for commercial goods and services which were paid by the authority in payment terms** – achieved target of 99.0% and improved upon previous years.
- **LITR12 – Percentage of RBC owned industrial units occupied** – the units have remained occupied almost throughout the whole year and improved on the previous record occupation of 95.96% in 2009/10.
- **LITR13 – Level of income generated through letting property owned by the Council but not occupied by the Council** – the income received has exceeded target by over £236,000 as a result of high occupancy levels.
- **LITR16 – Increase in rateable value of commercial property in the Borough.** This indicator has seen a significant rise compared to the first 3 years.

There is one new indicator that has been selected as an exception, **LICG28 – Corporate Sickness**. This indicator was below target at quarter 3 and has not been able to improve in the last quarter of the year to end below target. Long term sickness was higher this year and whilst the Council's absence management policy was able to prevent some cases being longer the overall target was not achieved.

When reviewing performance, Members are reminded that the Council is operating within a backdrop of diminishing resource. Resources are carefully managed and allocated to achieve the Council's agreed priorities. Whilst in general terms performance is being maintained with less available resource, this may not always be the case.

5. Risk and Uncertainties

Risks that are linked to the Corporate Strategy and the Council's performance are managed by the Risk Management Group and monitored at Corporate Governance Group meetings. Effective performance management by the Board helps to mitigate the risk should the Council fail to deliver the Corporate Priorities or maintain good performance.

6. Implications

6.1. Finance

6.1.1. There are no direct financial issues arising from this report.

6.2. Legal

6.2.1. There are no legal issues arising from this report.

6.3. Corporate Priorities






6.3.1. The link between each Corporate Priority theme and Strategic Tasks is shown within **Appendix 1**.

6.4. Other Implications






6.4.1. There are no other issues arising from this report.





7. Status guide for this report.

Tasks

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

Performance Indicators

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

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

For more information contact:	Nigel Carter Service Manager - Corporate Governance 0115 914 340 email ncarter@rushcliffe.gov.uk
Background papers Available for Inspection:	Not relevant for this report
List of appendices (if any):	Appendix 1 – Corporate Scorecard Appendix 2 – Contextual performance indicator data

Performance Progress

Summary

Corporate Tasks

Of the 9 Strategic Tasks from the Corporate Strategy 2012-16, 4 have been completed (ST14, ST17, ST19 and ST20) the remainder are currently being monitored and will continue in the new Corporate Strategy 2016-20. The updates are shown for each milestone in the scorecard below.

Performance Indicators

22 indicators are highlights - meeting or within 1% of target (green status).

There are 9 performance indicators that have been selected for their excellent performance:

- LIFC08 – Percentage of invoices for commercial goods and services which were paid by the authority in payment terms (**99.62%**) – has shown continued improvement following replacement of the finance software in 2012;
- LINS17 – Percentage of residents satisfied with the refuse and recycling service (an indicator linked to the Residents' Satisfaction Survey) has met its target and improved from 75% to **80%** compared to the last survey in 2012;
- LINS24 – Number of affordable homes delivered **79** – the number completed has exceeded the target by 62 homes;
- LINS37 – Domestic burglaries per 1,000 households, is **4.22** compared to the target of 6.40. The number of crimes recorded is falling and the outturn figure is better than last years' record low crime rate;
- LINS38 – Robberies per 1,000 population **0.22** – the performance was above target earlier this year, however has improved significantly just missing the previous low of 0.18 in 2012/13;
- LINS39 – Vehicle crimes per 1,000 population – outturn of **3.54** against target of 3.80. The number of crimes recorded is falling and the outturn figure is better than last years' record low crime rate;
- LITR12 – Percentage of RBC owned industrial units occupied **99.38%** – only two units became vacant throughout the year and these were re-let quickly;






- LITR13 – Level of income generated through letting property owned by the Council but not occupied by the Council **£1,236,386** – income increased this year by 18%.
- LITR16 – Increase in rateable value of commercial property in the Borough – **1.1%**. This indicator has seen a significant rise compared to the first 3 years.




There are 3 indicators at red status at outturn:



- LICO41 – Percentage of householder planning applications processed in target times **80.15%**, was selected as an exception in quarter 2 and although it has improved, it is 7.85% lower than the target of 88%.
- LICG28 – Corporate sickness **8.50 days** – although performance has missed target by 0.5 days, there is an improvement when compared to last year.

LINS31 – Percentage of applicants rehoused within 26 weeks of their application **63.0%**, was reported as a 'Trend Insight' indicator in quarter 2, and an exception in quarter 3. The performance had dropped due to a higher than usual number of households who had been longer on the housing register being successful in gaining accommodation. Due to the calculation method of this indicator being by rolling year, the performance will not improve significantly until this exception event is excluded from the data in the quarter 2 2016-17 calculation.




Strategic Tasks


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

Current Task Status	ST15	Target date	Corporate Theme	Lead officer	Success measurement
	Support the regeneration of Cotgrave including new housing, employment opportunities and a vibrant town centre	31-Mar-2020	Supporting economic growth to ensure a sustainable, prosperous and thriving local economy	Kath Marriott	Quality of life for residents in Cotgrave is improved through increased local employment opportunities, an enhanced local environment and excellent local shopping and social facilities
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Mar-2016	Reach agreement with public sector partners and GPs over delivery of public sector accommodation in town centre	31-Mar-2016	The GP's have appointed the design team for the Multi-Service Centre who are working closely with the design teams appointed for the town centre to develop the scheme. A meeting of the various public sector partners has taken place and these will continue to meet.	
	31-Jul-2016	Planning application to be submitted by developer for phase 1 town centre area		Design teams have now been appointed and are working with the partners to progress plans to be submitted in late summer 2016.	



	31-Aug-2016	Work with Barratts to deliver identified employment outputs - year 2	22-Apr-2016	<p>The pre apprenticeship course has now finished and 2 young people are planning to apply to for a Barratts/David Wilson (BDW) apprenticeship. The opportunity for BDW apprenticeships has also been promoted in the local secondary schools for those who are in year 11.</p> <p>The Crest project has started now in South Wolds following a successful launch event held in March 2016. The winning team from the school will present their designs to the Strategic Board in July 2016.</p> <p>A subcontractors' event will took place on 22 April 2016, and provided an opportunity for BDW to emphasise the importance of the employment and skills plan and for the Construction Industry Training Board to outline the support that they can provide.</p>
	31-Dec-2016	Ongoing communication about the Cotgrave development including events, press releases and articles for Connections and Rushcliffe Reports		<p>The Cotgrave webpage has been set up and updates are being posted. The Town Council has established a working group to help improve communication and links with the community including local businesses. Rushcliffe Borough Council officers are supporting this.</p> <p>An article was included in the spring edition of Rushcliffe Reports with an update about the town centre development.</p>




This Strategic Task continues within the Corporate Strategy 2016-20.

Current Task Status	ST16	Target date	Corporate Theme	Lead officer	Success measurement
	Undertake an economic assessment of the Borough's potential for business growth	31-Mar-2016	Supporting economic growth to ensure a sustainable, prosperous and thriving local economy	Kath Marriott	The Borough is a more prosperous area with improved employment opportunities and thriving local businesses
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Mar-2016	Establish and implement action plan for strategic and local growth boards	26-Feb-2016	Priorities have been identified for the local growth boards and a schedule of meetings is in place.	
	31-Mar-2016	Implement economic growth action plan	29-Feb-2016	<p>Implementation of the economic growth action plan is progressed and monitored through an internal officer group meeting and scrutinised by the Executive Management Team on a regular basis.</p> <p>The priority areas this year are:</p> <ul style="list-style-type: none"> • The establishment of Strategic and Local Growth Boards - completed; all the Boards had initial meetings in September/October 2015 and have quarterly meetings scheduled until the end of 2016. • Submitting final business cases to secure Growth Deal money for 2016/17 and 2017/18 (for the A46 corridor schemes) – the round 1 business case was submitted to the LEP in February 2016 and has been approved. Round 2 business cases will be submitted in stages. • Identifying projects that accord with the investment strategy and the associated funding available – funding has been allocated from the investment strategy and further opportunities will be explored. • Developing the business pages on the website – changes have been made to the business pages on the website and further work is on-going. Regular updates are posted on the website as well as on social media. • Implementing the Construction Industry Training Board (CITB) client based approach on all developments – this commits developers to providing skills and training opportunities on sites being developed. This is in place at Cotgrave Colliery, the Arena site, Bridgford Hall (when work commences), Lantern Lane and Costock Road. • Extending the remit of the Cotgrave Employment Partnership to 	



				develop the employment and skills offer across the Borough – the group are now looking at the other sites (listed above) and coordinating activity to ensure, as far as possible, that opportunities go to local residents.
	31-Mar-2016	Work with developers to bring forward development sites in Rushcliffe	31-Mar-2016	<p>A funding application has been submitted to Highways England to secure funding for a bridge across the A46 to support development at RAF Newton. This was submitted via the Local Enterprise Partnership (LEP) and the outcome of this is not yet known.</p> <p>An application has also been submitted for Growth Deal 3 NCC town centre project which includes a request for funding for an accessible bridge at Bingham and some master planning work in Radcliffe on Trent. The outcome of this will be known in late May/June 2016.</p>

This Strategic Task continues within the Corporate Strategy 2016-20.




Current Task Status	ST17	Target date	Corporate Theme	Lead officer	Success measurement
	Implement Welfare Reform, including: developing a local Council Tax support scheme and transferring housing benefit customers to the national Universal Credit system	31-Mar-2017	Maintaining and enhancing our residents' quality of life	Peter Linfield	Vulnerable residents feel supported and are able to access advice and financial assistance which is administered transparently and fairly to those in need
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Mar-2016	Implement the rollout of Universal Credit	31-Mar-2016	<p>The roll out to single new claimants commenced on the 15 February 2016. Assessment and administration of the Universal Credit award is done by the DWP. LA's are responsible for providing online support and personal budgeting support to referred claimants. Arrangements have been put in place and relevant RBC staff have attended DWP run and private training courses.</p> <p>Further details are yet to be provided by the DWP on the next stages of roll out in the RBC area in terms of new couple and family claimants, the digital service and migration of existing state benefit, Tax Credit and HB claimants.</p> <p>Once the timetable for Rushcliffe is published work will continue to assist the DWP to implement the full rollout of Universal Credit to claimants.</p>	

Current Task Status	ST18	Target date	Corporate Theme	Lead officer	Success measurement
	Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise	31-Mar-2017	Maintaining and enhancing our residents' quality of life	Chief Executive	Rushcliffe residents continue to be able to access a wide range of leisure facilities and activities helping them to maintain healthy and active lifestyles
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Oct-2016	Build of new Leisure Facility at Rugby Road, West Bridgford completed		<p>The build contract remains on track to complete on 7 November 2016, with the office move taking place 17/18 December and the leisure facility opening on 2 January 2017.</p> <p>Basement works and sleeper wall construction to the pools are complete. Three out of four phases of steel frame have been erected. The bowls hall roof has now been replaced and the cladding to the walls replaced. Mechanical and electrical drawings are being finalised and new utility routes into the site have been agreed. Over the next month the fourth phase of the steel works will be constructed, precast concrete stairs will be erected and work will continue on balance tanks for the pools.</p>	
	30-Nov-2016	Launch event and opening of new leisure facilities at Rugby Road, West Bridgford		The formal opening of the new facility is likely to occur in early 2017.	

This Strategic Task continues within the Corporate Strategy 2016-20.









Current Task Status	ST21	Target date	Corporate Theme	Lead officer	Success measurement
	Develop the use of technology to improve customer access and reduce costs	31-Mar-2016	Transforming the Council to enable delivery of efficient high quality services	Nigel Carter	Residents are able to readily access Council services and information using a method that suits them
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Mar-2016	Design and develop web enhancements and channel shift opportunities	31-Mar-2016	<p>The work to bring forward frequent transactions to the forefront of the website and improving the website is progressing. All service areas are identifying services that can have electronic forms on our website to improve customers' access.</p> <p>Another eform, for Council Tax exemptions and discounts will soon be added to the Council's website for the public to upload their own documents in support of an application; for example, a student certificate or photo of an uninhabited property.</p> <p>The CAFM (Computer-aided Facility Management) booking system will be added to the Council's website by September 2016, allowing customers to book community facilities online.</p>	









This Strategic Task continues within the Corporate Strategy 2016-20.







Current Task Status	ST22	Target date	Corporate Theme	Lead officer	Success measurement
	Examine the future viability of all Council owned property to maximise the potential of the Council's property portfolio	31-Mar-2016	Transforming the Council to enable delivery of efficient high quality services	Kath Marriott	Property owned by the Council is utilised to its full potential or used to generate income for the Council enabling it to keep Council Tax as low as possible
Milestone Status	Milestone Due	Milestones	Completed Date	Progress	
	31-Mar-2016	Start of Bridgford Hall refurbishment	07-Mar-2016	<p>Work on site commenced on Monday 7 March 2016. Local conservation specialists Woodhead Heritage are undertaking the renovation and refurbishment of the Hall, with project management being undertaken by Purcell Architects who have worked closely with the Council throughout the project.</p> <p>A Series of hard-hat tours open to Councillors and residents were held on Thursday 10 March, with further tours planned for September 2016.</p>	
	30-Sep-2016	Approve options for the Depot		The results of software mapping (undertaken in partnership with Notts Fire and Rescue Service) of the impact of different locations on journey times and costs is anticipated during June 2016.	














This Strategic Task continues within the Corporate Strategy 2016-20.

Summary of Performance Indicators

PI Status		Long Term Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		
	Data Only		

Communities									
Status	Reference	Description	2012/13	2013/14	2014/15	Q4 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LICO36	Percentage of residents who believe they can influence decisions that affect their local area	50.0%	-	-	37%			
	LICO40	Percentage of customers satisfied with the development control service received	86.00%	-	-	No data available			
	LICO41	Percentage of householder planning applications processed within target times	91.09%	90.00%	89.70%	80.15%	88.00%		88.00%
	LICO61	Percentage of adults (16+) participating in at least 30 minutes of sport at moderate intensity at least once a week	41.2%	41%		No data available			
	LICO62	Percentage of young people satisfied with the Borough as a place to live	-	-	-	No data available			
	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school	-	-	-	No data available			

Corporate Governance									
Status	Reference	Description	2012/13	2013/14	2014/15	Q4 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things	77.00%	-	-	76%	60%		60%
	LICG17	Number of complaints received by the council at initial stage	61	40	35	41	-		-
	LICG28	Corporate Sickness	7.00	6.97	9.08	8.50	8.00		8.00















Finance & Commercial									
Status	Reference	Description	2012/13	2013/14	2014/15	Q4 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LIFC01	Percentage of users satisfied with sports and leisure centres	85.9%	91.9%	92.8%	88.0%	80%		80%
	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	97.12%	99.21%	99.30%	99.62%	99.00%		99.00%
	LIFC09	Value of savings against the Four Year Plan*	£2.7m	£3.2m	£3.9m	£1.1m*	£1.11m	-	£1.11m
	LIFC18	Percentage of Council Tax collected in year	99.10%	99.10%	99.10%	99.13%	99.10%		99.10%
	LIFC19	Percentage of Non-domestic Rates collected in year	99.00%	98.80%	98.80%	98.50%	98.80%		98.80%
	LIFC20	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	5.3 days	4.61 days	6.63 days	6.7 days	9.0 days		9.0 days
	LIFC21	Percentage of council tax support customers satisfied with the service received	92%	97%	100%	93%	-		-

*Replaced by Savings against the Transformation Plan in 2015/16









Neighbourhoods									
Status	Reference	Description	2012/13	2013/14	2014/15	Q4 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LINS01	Percentage of streets passing clean streets inspections	99.2%	99.0%	97.1%	98.3%	99.0%		99.0%
	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough	71.0%	-	-	71.0%	70.0%		70.0%
	LINS17	Percentage of residents satisfied with the refuse and recycling service	75.0%	-	-	80.0%	80.0%		80.0%
	LINS18	Percentage of household waste sent for reuse, recycling and composting	51.53%	50.70%	50.10%	49.51%	50.00%		50.00%
	LINS24	Number of affordable homes delivered	41	22	68	79	17		17
	LINS31	Percentage of applicants rehoused within 26 weeks of their application		67.2%	70.5%	63%	70%		70%
	LINS37	Domestic burglaries per 1,000 households	5.73	6.48	4.56	4.22	6.40		6.40
	LINS38	Robberies per 1,000 Population	0.18	0.25	0.25	0.22	0.24		0.24
	LINS39	Vehicle crimes per 1,000 population	4.04	3.91	3.67	3.54	3.80		3.80



















*LINS24 Number of affordable homes delivered – the target is made up from Cotgrave Colliery site and Gotham Road East Leake.

Transformation									
Status	Reference	Description	2012/13	2013/14	2014/15	Q4 2015/16			2015/16
			Value	Value	Value	Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	97.0%	98.0%	99.0%	95.0%	95.0%		95.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	72.8%	66.3%	72.6%	63.8%	70.0%		70.0%

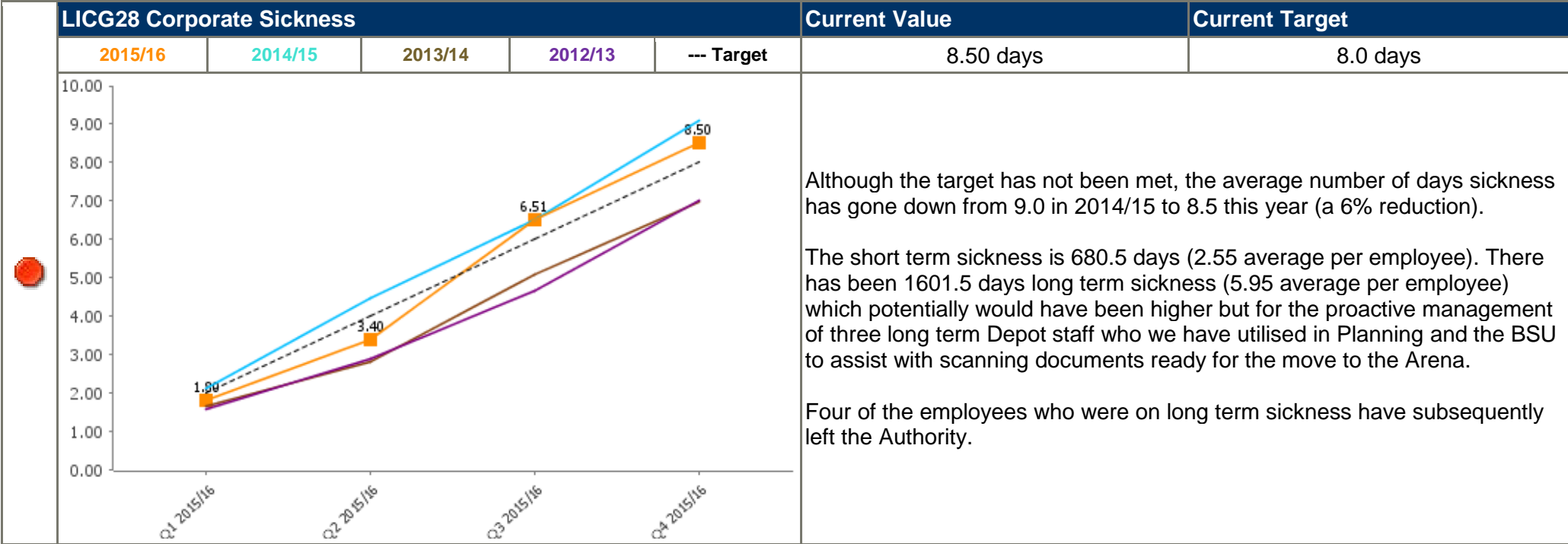
	LITR03	Percentage of transactions done through self-service		68.3%	68.1%	72.4%	70.0%		70.0%
	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council	79%	-	-	72%	-		-
	LITR12	Percentage of RBC owned industrial units occupied	98.14%	98.96%	98.04%	99.38%	97%		97%
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£755k	£842k	£1.05m	£1.23m	£1.0m		£1.0m
	LITR15	Percentage of privately owned industrial units occupied	90.7%	94.1%	92.88%	95.98%	92%		92%
	LITR16	Increase in rateable value of commercial property in the borough	-3.9%	0.2%	0.6%	1.1%	0.6%		0.6%
	LITR17	Percentage of households with access to at least 2mbps broadband in the home	94.0%	95.9%	-	98.7%	98%		98%

Performance Highlights

PI Status		Long Term Trends	
	Alert		Improving
	Warning		No Change
	OK		Getting Worse
	Unknown		
	Data Only		

Status	Reference	Description	2012/13	2013/14	2014/15	Q4 2015/16		Long Trend
			Value	Value	Value	Value	Target	
Neighbourhoods								
	LINS17	Percentage of residents satisfied with the refuse and recycling service	75.0%	-	-	80.0%	80.0%	
	LINS24	Number of affordable homes delivered	41	22	68	79	17	
	LINS37	Domestic burglaries per 1,000 households	5.73	6.48	4.56	4.22	6.40	
	LINS38	Robberies per 1,000 population	0.18	0.25	0.25	0.22	0.24	
	LINS39	Vehicle crimes per 1,000 population	4.04	3.91	3.67	3.54	3.80	
Finance & Commercial								
	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	97.12%	99.21%	99.30%	99.62%	99.00%	
Transformation								
	LITR12	Percentage of RBC owned industrial units occupied	98.14%	98.96%	98.04%	99.38%	97%	
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£755k	£842k	£1.05m	£1.23m	£1.0m	
	LITR16	Increase in rateable value of commercial property in the borough	-3.9%	0.2%	0.6%	1.1%	0.6%	

Performance Exceptions



Numerical Data - Performance Indicators (Year to date)

Communities		
Numerical data	Reference	Description
267 out of 711 respondents satisfied	LICO36	Percentage of residents who believe they can influence decisions that affect their local area
No respondents	LICO40	Percentage of customers satisfied with the Development Control service received
533 out of 665 applications within 8 weeks	LICO41	Percentage of householder planning applications processed within target times
No data	LICO61	Proportion of adults achieving at least 150 minutes of physical activity per week
No survey planned in 2015/16	LICO62	Percentage of young people satisfied with the Borough as a place to live
No survey planned in 2015/16	LICO63	Percentage of young people actively participating in sports or organised social activities outside of school

Corporate Governance		
Numerical data	Reference	Description
544 out of 713 respondents satisfied	LICG16	Percentage of residents satisfied with the way Rushcliffe Borough Council runs things
41 received	LICG17	Number of complaints received by the Council at the initial stage
2,282 days sickness out of 61,710 working days	LICG28	Corporate Sickness

Finance & Commercial

Numerical data	Reference	Description
No data available	LIFC01	Percentage of users satisfied with sports and leisure centres
5614 out of 5907 paid in terms	LIFC08	Percentage of invoices for commercial goods and services which were paid by the authority within payment terms
£1.1m	LIFC09	Value of savings against the Transformation Plan
£67,031,785 collected	LIFC18	Percentage of Council Tax collected in the year
£23,373,404 collected	LIFC19	Percentage of Non-Domestic Rates Collected in the year
1,970 new claims 20,040 change events	LIFC20	Average time taken to process Housing Benefit/Council Tax Reduction new claims and change events
100%	LIFC21	Percentage of Council Tax Support customers satisfied with the service received

Neighbourhoods

Numerical data	Reference	Description
155 crimes reported	LINS37	Domestic burglaries per 1,000 households
20 crimes reported	LINS38	Robberies per 1,000 population
296 crimes reported	LINS39	Vehicle crimes per 1,000 population
54 fails from 2,800 inspections	LINS01	Percentage of streets passing clean streets inspections
503 out of 709 respondents satisfied	LINS02	Percentage of residents satisfied with the cleanliness of streets within the Borough
568 out of 707 respondents satisfied	LINS17	Percentage of residents satisfied with the refuse and recycling service
Recyclables = 9,770 tonnes Composting = 11,540 tonnes Household = 21,123 tonnes	LINS18	Percentage of household waste sent for reuse, recycling and composting
79 completions	LINS24	Number of affordable homes delivered (gross)
127 rehoused in 26 weeks; 201 applicants rehoused within past 12	LINS31	Percentage of residents rehoused by Choice Based Lettings within 26 weeks

months (as at end of Mar)		
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Transformation

Numerical data	Reference	Description
38 out of 40 satisfied	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre
65,030 calls answered in 30 secs out of 101,926 calls	LITR02	Percentage of calls answered in 30 seconds at the Rushcliffe Community Contact Centre
620,413 self-serve 236,012 non self-serve	LITR03	Percentage of transactions done through self-service
508 out of 707 respondents satisfied	LITR04	Percentage of residents satisfied with the variety of ways they can contact the Council
All 68 units currently let	LITR12	Percentage of Rushcliffe Borough Council owned industrial units occupied
£1,236,386 received	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council
573 out of 597 occupied	LITR15	Percentage of privately owned industrial units occupied
£69,103,242 Apr 2015 £69,883,492 Mar 2016	LITR16	Increase in rateable value
98.7% receiving over 2mbs	LITR17	Percentage of households with access to at least 2mbps broadband in the home

Report of the Executive Manager - Finance and Corporate Services

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 2015/16 and 2016/17.

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
7 June 2016	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Annual Report – Glendale Golf • Performance Monitoring – Quarter 4 2015/16 • Annual Report 2015/16 • Edwalton Golf Course Update • Work Programme
27 September 2016	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Review of Complaints and Ombudsman Letter 2015/16 • Performance Monitoring – Quarter 1 2016/17 • Edwalton Golf Course Update • Work Programme
29 November 2016	<ul style="list-style-type: none"> • Annual Report – Parkwood • Diversity Annual Report 2015/16 • Performance Monitoring – Quarter 2 2016/17 • Edwalton Golf Course Update • Work Programme

Date of Meeting	Item
7 March 2017	<ul style="list-style-type: none"> • Annual Report – Glendale Golf • Streetwise Environmental Ltd • Performance Monitoring – Quarter 3 2016/17 • Edwalton Golf Course Update • Work Programme
June 2017	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Annual Report – Glendale Golf • Performance Monitoring – Quarter 4 2016/17 • Annual Report 2016/17 • Edwalton Golf Course Update • 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: Constitutional Services 0115 914 8481 email constitutionalservices@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	None