

**NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 7 JUNE 2016**

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

PRESENT:

Councillors: D G Wheeler (Chairman), H A Chewings, A J Edyvean, Mrs C E M Jeffreys, N C Lawrence, Mrs M M Males, S C Matthews, A Phillips,

ALSO IN ATTENDANCE:

Councillor M J Edwards was appointed as a substitute for Councillor E A Plant
Councillor J E Cottee attended as an observer

OFFICERS PRESENT:

N Carter	Service Manager – Finance and Commercial
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
P Linfield	Executive Manager – Finance and Corporate Services
K Marriott	Executive Manager – Transformation and Operations
A Poole	Constitutional Services Team Leader

APOLOGIES FOR ABSENCE:

Councillor E A Plant

1. **Declarations of Interest**
There were none declared.
2. **Notes of the Previous Meeting**

The notes of the meeting held on Tuesday 15 March 2016 were accepted as a true record.

With regards to the actions from the previous meeting, the Executive Manager – Transformation and Operations stated that the briefing note regarding affordable housing had been circulated to Members in April 2016. She also informed Members that, an additional report on the item regarding scrutiny of Glendale Golf was circulated to Members of the Performance Management Board on 13 May 2016 and additionally, this item was included on the agenda for this meeting. In respect of the Parkwood Leisure Contract Annual review, Members were assured that future reports would include comparative data for previous year's usage and information on systems monitoring and prevention of accidents. Regarding the review of Streetwise Environmental Ltd, Members were informed that iCerti International Certifications were the accrediting body in respect of ISO9001 and that this would be included in future reports. Finally, she stated the report circulated to Performance Management Board Members on 13 May 2016 regarding Glendale Golf included detail of the targets in the new contract. A briefing note regarding the results of the residents' survey was circulated to Members and an article was included in Members Matters.

3. **East Leake Leisure Centre - Annual Report 2015**

The Board considered the report of the Executive Manager – Finance and Corporate Services regarding performance by Carillion PLC at East Leake Leisure Centre over the contract year, January to December 2015. Members were informed that usage of the Leisure Centre had increased, particularly in terms of pool usage, that financial performance had remained broadly in line with previous years and that customer satisfaction levels were high, at 94%, against Quest (Sport England quality assurance guidelines).

Mr Neath, East Leake Leisure Centre Manager, gave a presentation outlining Centre provision and highlighting key achievements during the year. He informed Members that he had worked at the Centre for 13 years, becoming the Centre Manager only 1 year ago. He highlighted that a new gym was installed between Christmas and New Year, new spin bikes had been purchased and this had been well received by customers, illustrated by the delivery of spin classes for 100 customers per week. This had led to 210,000 visits to the Centre, which was an increase of 6,000 on last years' performance, with the largest increase in swimming.

LED lights had been erected on the astroturf, more swimming lessons had been rolled out and changes to the swimming timetable had been implemented to increase the time available for swimming lessons. In addition, the University Swimming Club at Sutton Bonington had joined and swam weekly, a new inflatable was purchased for public swims and a summer play scheme, with a focus on sports and swimming, was planned. 350 more children attended compared to the previous year. Members were informed that the facilities were also available to the older generation, with 20 people attending a Friday Tea Time session. The usage table shown to Members was not in the report although the presentation would be made available on the extranet.

Mr Neath explained that the Leisure Centre made good use of twitter and facebook, with over 900 followers and 4,500 people had viewed the sites since the new gym was launched. Membership numbers had remained steady throughout the year, and membership fees had not been increased. He informed Members that the timetable was available to view online, on both the Rushcliffe and East Leake Village website and that bookings and payments could be made by telephone, for ease of customer use.

Members were informed that a variety of initiatives had been undertaken to increase membership and usage. Alongside working with local clubs to promote facilities, the Leisure Centre had also joined Active Rushcliffe to build closer relationships with other partners in the Borough, had supported the 'This Girl Can' campaign and Sportivate which targeted younger people. They had also worked with East Leake Academy offering gym sessions to students during the school day; British Gypsum for corporate membership and planned to offer provision to East Leake Traders Association this year. In January 2016, they conducted a targeted campaign 'New Year New You' which offered incentives to current members to bring along new members. In addition, their marketing included a welcome pack to new residents living on the housing developments in the village. Mr Neath explained that the Leisure Centre staff

are actively working to reduce customer complaints and gave Members further information on how specific examples had been addressed, stating that at no point are staff unhelpful to visitors. Regarding Health and Safety, accidents had remained low demonstrating their commitment to health and safety but there were slightly more than last year, most of which were slips in the swimming pool. He also highlighted their commitment to climate change through the use of LED lighting, staff training, inverters, pool covers and recycling.

Members congratulated Mr Neath for the variety of facilities on offer at East Leake Leisure Centre and recognised his enthusiasm for the Leisure Centre. In response to questions, Members were informed that the old gym equipment had been exchanged for new kit for the gym. Councillor Lawrence queried what provision was in place for more mature citizens and whether they compared themselves to other Rushcliffe Leisure Centres. Mr Neath explained that they offered a variety of provision for older residents including; discounted membership, a discounted pay-as-you-go scheme, a tea time swim session which was being extended to include the gym at a reduced cost. He explained that they were now benchmarking their provision against other Leisure Centres, and were looking to expand provision in this area this year, although the school had access during the day time to everything but the pool and gym. He recognised that these were areas that appealed to older people.

Members asked whether there had been an increase in new membership since the new homes had been built. Mr Neath informed Members that the conversion rate was about 25% of the 80% that took up the offer. Members supported the Leisure Centre's promotional activity in this area and queried whether the facility could cope with demand following the growth in the Town. Mr Neath informed them that the swimming lessons and gym offer could be increased as capacity was available, although the gym was busy in the evenings between 5.30-7.30pm and this may need to be addressed. Regarding refreshment facilities at the Centre, Members were informed that a vending machine was available although a customer survey would be conducted in the next three weeks to explore whether a refreshments area was needed. Regarding viewing facilities for carers with children, Members were informed that there was limited space available but that they had tried to enable this where they could during swimming lessons.

Members asked what energy savings had been generated by the measures undertaken by the Leisure Centre and were informed by the Executive Manager – Finance and Corporate Services that negotiations had been conducted with the leisure centre to generate a reduction in utility costs of £12,000 per annum. Energy usage information would be provided to Members.

In response to questions regarding incentives for Carillion PLC to achieve high performance, the Executive Manager – Finance and Corporate Services stated that delivery of a better quality service, so keeping costs down, would increase membership which in turn increased Carillion PLC's income as part of the contract. He stated that there was a set management fee as part of the Private Finance Initiative Scheme Unitary charge.

Regarding joint working with local schools, Members were informed that the facilities were used by East Leake Academy and Lantern Lane Primary. They would also work with the family of primary schools in the area including

Gotham, Brookside, Sutton Bonington, Costock and Normanton to encourage children to adopt an exercise regime at an early age. Members supported this approach with young people and were informed that the young people's membership of 450 at the end of last year had increased by 75 in January due to the new gym facility. Carillion PLC are contractually obliged to allow East Leake Academy use of the facilities for 6 hours per week, although they do allow more than this. This access was agreed as part of the school timetable in September. Councillor Matthews stated that East Leake was one of the best places to live in the Borough, and with a population of 10,000, he advised Carillion PLC to invest in the facility so as to capture the audience.

Members revisited the discussion regarding accidents and asked for further detail of the main causes. They were informed that, apart from those caused by slips in the pool, others were sport related injuries, for example a twisted ankle playing football, and that all incidents were logged.

The Chairman thanked Mr Neath for attending the meeting, for his presentation and for answering Members questions.

AGREED that the Performance Management Board had noted and commented on the performance of Carillion's delivery of the contract over the past year.

4. **Glendale Golf/Edwalton Golf Course Contract – Annual Review**

This item was deferred until later in the meeting.

5. **Performance Management Board Annual Report 2015/16**

The Executive Manager – Transformation and Operations introduced the Performance Management Board Annual Report and recommended that Members approved the content and agreed to forward it to full Council in September for consideration. It was explained that the content mirrored that in previous years, with a Foreword by the Chairman and a short synopsis of the items scrutinised over the previous year. It was recognised that there had been a busy programme of performance management and that this was reflected within the report. The Chairman explained that there had been an exchange of correspondence with Officers to create the annual report.

Members considered the content and recognised how successful the previous year had been.

AGREED that the Performance Management Board approved the report and would forward it on to Council for consideration.

6. **Performance Monitoring – Quarter 4 2015/16**

The Executive Manager – Finance and Corporate Services presented a report on the Council's performance for 2015/16 which included tasks and performance indicators from the Corporate Strategy 2012-16. He presented the details on a powerpoint slide and summarised the highlights and exceptions.

Councillor Chewings referred to the strategic task related to the regeneration of Cotgrave and queried when Phase 2 would commence. The Executive Manager – Transformation and Operations explained that a planning application for Phase 1 would be submitted in July or August 2016 and included the building of a new multi-service centre, which included Cotgrave Town Council and a contact point for the Borough Council as well as a comprehensive refurbishment of the back row of retail and car parking provision. Members were informed that Phase 2 included the second row of shops on the west side of the shopping centre and there was a desire to hold an investor event later in the year to encourage external investment in phase 2. The Executive Manager – Transformation and Operations informed Members that it was the intention to complete Phase 1 in the near future and to bring Phase 2 forward subsequently.

Councillor Lawrence queried how crime reduction targets had been selected, particularly LINS38. The Executive Manager – Neighbourhoods explained that the targets were set by the South Nottinghamshire Community Safety Partnership as a stretch target and were scrutinised fully at Partnership Delivery Group. The Police work with residents to raise awareness of and so prevent particular crimes, for example domestic burglary. Members were informed that the Police target their activity on particular 'hotspots' and that local Police would be aware of these. It was also highlighted to Members that data recording methods had changed over the last year. Members were asked to highlight specific issues to Officers so that particular areas of concern could be fed back to the Police.

The Executive Manager – Neighbourhoods added that Police targets were set by the Police and Crime Commissioner, who was seeking a reduction year on year. He explained that, whilst the Borough Council was not being held to account for achievement of these targets, the Borough Council's partnership working with the South Nottinghamshire Community Safety Partnership was scrutinised through Partnership Delivery Group.

Members queried why data was not available for LICO61. The Performance, Reputation and Constitutional Services Manager explained that the data, collected through an annual survey by Sport England, was last available in 2012. As the Borough Council did not have the facility to collect the data, this could not be included in the next Corporate Strategy. Members were informed that the Quarter 1 report would relate to the new Corporate Strategy, and that Councillors would be able to contribute to the setting of strategic tasks and performance indicators at the next meeting.

Regarding staff sickness levels, Members were informed by the Executive Manager – Transformation and Operations that both long and short term sickness was included in the figures and that the level of long term sickness was higher as this related to manual working staff at the Depot. Members were informed that the Absence Management Policy was used to work with staff and that a range of interventions were employed to reduce the levels detailed, including a variety of training. In response to members asking whether the data was compared to other organisations, it was explained that although officers would complete a comparison, it was the Corporate Governance Group that would scrutinise this as part of their work programme.

AGREED that the Performance Management Board had considered the progress of the Corporate Strategy and the outcomes that had been achieved.

7. **Glendale Golf/Edwalton Golf Course Contract – Annual Review**

The Board considered the report of the Executive Manager – Finance and Corporate Services which detailed the performance of Glendale Golf and the proposed extension to their contract until December 2025. He highlighted the chronology of issues raised by the Performance Management Board over the last year and the progress made against the strategic objectives. He informed Members that the local monitoring arrangements would be appended as part of the deed of variation yet to be signed. Members were directed to details of the new contract and the capital expenditure plans in the report which were designed to improve the facility and service provided.

Mr Tom Brooke, Managing Director of Glendale Golf Ltd introduced Mr Cai Bawden, Centre Manager and informed Members that Glendale Golf Ltd was a sister company to Parkwood Community Leisure and Glendale. He gave Members background to the industry and explained that there was a significant issue with supply outweighing demand, with larger clubs becoming more accessible to casual golfers, which resulted in revenue decreasing by 36%, although operational costs had increased. In April 2016, usage levels nationally had declined by 21%. However, participation levels had stabilised over the last 12 months – the first time since 2004. He highlighted a variety of operational pressures which had impacted, including the closure of many Municipal golf courses and a number of contributing factors including family responsibilities, affordability and time to play.

Members were informed that usage at Edwalton Golf Course had declined by 5% and membership had decreased by 125 – a contributing factor was the move of their golf professional to The Nottinghamshire Golf Club, Cotgrave. However, they had experienced an increase in the level of ‘pay and play’ entrants by 7% – which was reflective of the industry. Mr Brooke assured Members that their strategy to increase usage had increased participation at other Glendale facilities by 40% and he expected that to be mirrored at Edwalton.

Members were informed that Glendale Golf was keen to focus as a community golf venue and to increase participation by employing a variety of strategies including:

- a ‘loyaltee’ scheme giving free membership with no financial commitment and direct communication via email to promote offers. This resulted in 1,177 new registrations in 2016, a 71% increase
- a ‘loyaltee club’ giving traditional membership with more added value including free juniors with adult memberships, discounted vouchers for venue hire and food – which bought-in to the family focus
- marketing as a public golf facility, encouraging family participation and to promote ‘open to all’ policy and remove barriers to entry

Mr Brooke explained that Edwalton was a Par 3 course which offered easy access and play for beginners. It was well set for bringing new people into the centre and the game, and for encouraging family participation.

Regarding additional revenue streams, Members were informed that a variety of options were being developed to present the club as more than a golf venue, including private functions, activity room, exercise classes, coffee mornings, family and community events and a crèche. Glendale Golf would also participate in the Festival of Golf in August, a national campaign to encourage 100 new golfers per golf course to join. They would also attend community events with their portable golf net, for example, Lark in the Park to encourage 100+ children to get involved.

Mr Brooke informed Members of Glendale Golf's Investment schedule which was included in the terms of the contract. £50,000 would be invested in the financial year 2016/17 which would fund a practice range, winter tees to ensure the course was in good condition year round, a bar and function rooms to encourage the community to enter, toilets and changing room improvements and a meeting room.

In response to questions, Members were informed that Glendale Golf had not registered for the iso14001 certificate as it was not a requirement of the contract and had agreed with the Executive Manager – Finance and Corporate Services that the requirement would be removed from the performance management figures.

Councillor Matthews stated that he believed that Edwalton Golf Course was comparable to Richmond, Surrey and asked whether the investment of £50,000 would turn Edwalton into a Richmond standard club. Mr Brooke disputed the comparison and stated that Edwalton was a smaller local community and the Golf Course was a different type of course to Richmond. He highlighted that there had been a £2million investment in Richmond as it was leased from the Royal Parks whereas investment in Edwalton was at the expense of Glendale Golf due to contractual requirements.

Members were concerned about the lack of investment in Edwalton Golf Course by Glendale Golf. Mr Brooke explained that this had not been a contractual requirement and that their level of proposed investment related to the turnover at the site. He recognised that more could have been done in the past to maintain the site and premises and highlighted that that was why he had been appointed – to improve the venue offer and customer experience. The Chairman assured Mr Brooke that the Board was keen to work with him to support him in improving the offer and that Members' questions served only to highlight the issues of most concern.

Following questions, Mr Brooke explained that the availability of the 9-hole golf course was being promoted and that this would be attractive to people with little time available. Councillor Chewings suggested that a crazy golf area be created if space was available to encourage families to play and also asked whether afternoon tea would be provided which was becoming an attractive pastime. Mr Brooke agreed that space was available for a crazy golf area, but said it was an unlikely investment due to the changing face of golf. He was

also hoping to promote afternoon teas and market to the parents at the nearby school.

Councillor Lawrence questioned whether the plans were realistic in a rural borough which had many local quality private golf clubs and asked where Glendale had advertised the facility. Mr Brooke acknowledged that and stated that Glendale Golf needed to clarify where it sat in the market, and recognised that it could not compete with The Nottinghamshire, for example. He recognised that the location of the site required a better level of outreach through social media.

Members reinforced the need to bring in families and suggested that the marketing activities could reflect those of East Leake Leisure Centre in attracting new members from housing developments. They also suggested that the function room needed uplifting to make it more welcoming to visitors and encourage them to stay for a meal.

The Chairman suggested that, as part of the investment schedule, that the toilets be refurbished as a priority, as these could be off-putting to visitors. He also asked about signage outside the building, and suggested that it should display details of the internal offer, to encourage people to enter. Mr Brooke agreed to consider this.

Members who had used the Golf Club expressed concern about the lack of staff available to take money from people wanting to play, the unclear information on the website which detailed a 'council concession rate' and did not detail booking methods for the offers available, and the untidiness of the site around the course. Mr Brooke was unaware and agreed to consider further.

Mr Brooke asked Members to understand that the Golf Club was a Municipal site and was not being leased in the same way that applied at its other golf clubs. He stated that they had operated the club and maintained the site within the terms of the contract and highlighted that Glendale Golf had proposed the extension to contract and level of investment. The Chairman reiterated the Council's desire to work in partnership with Glendale.

8. Work Programme

The Board considered and agreed its Work Programme. It was agreed to remove the Edwalton Golf Course item from the September meeting and for an update to be presented at the meeting in November, including progress against the investment strategy and an update on the Capital Programme. It was also agreed to send the minutes of the meeting to Glendale Golf to seek their feedback for the November meeting.

Meeting closed at 9.20pm.

Action Sheet**PERFORMANCE MANAGEMENT BOARD - TUESDAY 7 JUNE 2016**

Minute Number	Actions	Officer Responsible
3. East Leake Leisure Centre	The Carillion presentation to be made available on the Members Extranet	The Executive Manager – Finance and Corporate Services
3. East Leake Leisure Centre	Details of energy usage to be distributed to Members in future reports.	Executive Manager – Finance and Corporate Services
6. Performance Monitoring – Quarter 4 2015/16	Specific issues of concern related to crime and crime reduction targets to be highlighted to the Executive Manager – Neighbourhoods.	Members of Performance Management Board
8. Work Programme	Minutes of the PMB meeting 7 June 2016 to be sent to Glendale Golf Ltd for comment and feedback for the PMB meeting in November 2016	Executive Manager – Finance and Corporate Services