

**NOTES**  
**OF THE MEETING OF THE**  
**PERFORMANCE MANAGEMENT BOARD**  
**TUESDAY 29 NOVEMBER 2016**

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

**PRESENT:**

Councillors D G Wheeler (Chairman), B Buschman (substitute for Councillor A J Edyvean), H A Chewings, Mrs C E M Jeffreys, N C Lawrence, Mrs M M Males, G S Moore (substitute for Councillor S C Matthews), A Phillips, E A Plant

**ALSO IN ATTENDANCE:**

G Hall	Parkwood Leisure Ltd
J Palfrey	Parkwood Leisure Ltd

**OFFICERS PRESENT:**

N Carter	Service Manager – Finance and Corporate Services
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
J Hicks	Strategic Human Resources Manager
K Marriott	Executive Manager - Operations and Transformation
V Nightingale	Constitutional Services Officer

**APOLOGIES FOR ABSENCE:**

Councillors A J Edyvean, S C Matthews

**15. Declarations of Interest**

There were none declared.

**16. Notes of the Previous Meeting**

The notes of the meeting held on Thursday 29 September 2016 were accepted as a true record.

With regard to the actions from the previous meeting the Group was informed that Councillor Mrs Males had attended a meeting of the Ladies Committee of Edwalton Golf Club last week. In respect of an exercise regarding car parking at East Leake it was noted that no further information had been received from ward members and that the Parish Council could contact the Borough Council in the future.

**17. Parkwood Leisure Contract – Annual Review**

The Service Manager – Finance and Corporate Services presented a report regarding the leisure contract. He stated that the Council had a good working relationship with Parkwood. He said that there had been 107 inspections of

the facilities, monthly client meetings and quarterly meetings with the Cabinet portfolio holder. He highlighted the reducing management fee paid to Parkwood Leisure and how this represented value for money for the Council.

The Board was informed that the work on the new facilities at the Arena was progressing well and that Rushcliffe Leisure Centre would be closing on 24 December 2016. To ensure that there was a smooth transition, Parkwood had informed all users of the arrangements and that the other leisure centres would be available during Christmas week.

The Service Manager – Finance and Corporate Services stated that Rushcliffe had a high participation rate in sports, however the data from Sport England was not yet available for 2015/16. The Service Manager – Finance and Corporate Services agreed to provide Members with the data in the new year. With regard to accidents at the leisure centres, Councillors were informed that there had been 122 at Rushcliffe Leisure Centre, 78 at Bingham Leisure Centre, 133 at Cotgrave Leisure Centre and 32 at Keyworth Leisure Centre.

Mr Palfrey gave a presentation outlining the performance over the year from August 2015 to July 2016. He stated that they had been successful in converting the payments for their swimming lessons to direct debits, 94%, which made it easier/more manageable for parents and that this gave people unlimited swimming at all centres. 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 in line with their ISO14001 accreditation and that there had been a successful assessment undertaken by NQA. He explained to the Board the opportunities and challenges faced by the leisure industry including the growth of budget gyms. He was pleased to state that the company's attrition rate was only 5.5-6% compared to a national average of 14%.

Councillors 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 usage at the other sites had risen slightly. The company had been working hard with the clubs which used both Rushcliffe Arena and Rushcliffe Leisure Centre to ensure a smooth transition.

In respect of staffing, Mr Palfrey explained that they had a strong relationship with Central College and were engaged in a successful 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 training swimming teachers. 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 programme delivered over the five sites in conjunction with various providers with over 4,000 attendances. He was pleased to announce that the first Rushcliffe Games for disabled users had been held in partnership with the Borough Council, Thera, Rushcliffe Community & Voluntary Service and Positive Futures. This had been a successful event and work was being undertaken on next year's event.

With regard to the leisure centres, members of the Board were informed that the fitness facilities at Bingham Leisure Centre had been extended and had received good feedback especially from the school who had been able to develop their GCSE programme. At Cotgrave Leisure Centre, the spinning bikes had been upgraded as 30% of their aerobics programme was spinning.

Mr Palfrey highlighted to Councillors 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 junior pump, sway dance and biggest loser. Mr Palfrey highlighted one of the biggest loser winners and gave members of the Board further information on how this scheme affected users from the help they had received. He highlighted community use at the centres including pantomimes and event wrestling which had successfully transferred from the Arena to Rushcliffe Leisure Centre and would be transferring back again. He also informed the Board on the support that was being given to the Bowls Club and its new committee and the action plan that had been developed. It was acknowledged that the new centre would be opening in the middle of the bowls season and that it would be next year when the full impact of revamping the centre would be realised.

In respect of IT, the company had further developed the functionality of its website and were now receiving more online bookings. One of the improvements that was proving very popular was that when people were on a waiting list for a class they were notified when someone cancelled their booking. With the use of Google Analytics the company was gaining valuable information on who was using the website and why. They were developing their social media interaction which they felt would attract a younger clientele.

With regard to customer satisfaction, these had remained consistently high. This information was gathered in a variety of ways including a 'mystery shopper' visit, which measured all the customer experience from parking to the café. Mr Palfrey was pleased to say that the centres were exceeding their targets.

Mr Palfrey explained to Councillors how they were improving and upgrading the facilities to reduce their carbon footprint, including 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.

Finally, the Board was informed that the company was optimistic about the next year with the opening of the new centre. Councillors were informed that there had been a marketing campaign and people were signing up for membership for the new centre.

Following a question regarding accidents at the centres, Mr Palfrey said that they considered all incidents and tried to identify any trends. These were also considered as part of the meetings with the Service Manager – Finance and

Corporate Services. To put the number into context Mr Palfrey said that these related to 0.4% of the users.

With regard to financial efficiencies, the Board was informed that the company had streamlined its suppliers and it was seeing the benefits of its capital investment to reduce energy consumption. However, he highlighted that each centre was unique and that they all had their own challenges.

In respect of cleaning, Mr Palfrey acknowledged that this was a challenge for the company especially at the joint use centres. Councillors highlighted a problem at Cotgrave Leisure Centre which the company took on board. The Service Manager – Finance and Corporate Services explained that cleanliness of the centres was part of the inspection regime and that the company had always addressed any issues that had been pointed out. Councillors raised their concerns that the reduction in revenue spend and the cleanliness issues could be related. Mr Hall agreed that the company was not complacent and would look into these incidents.

Councillors noted that the usage at Keyworth Leisure Centre had declined and queried the reasons. Mr Palfrey stated that they had worked with the school regarding some maintenance issues, had recruited a new gymnastics coach and introduced new spinning classes to address this. Also due to the length of the pool, and the new opening hours at other centres, some people were using Bingham Leisure Centre now.

Following a question, Mr Hall stated that in the last twelve months twenty new centres had been built by local authorities, however these were mostly due to authorities consolidating their assets which meant that there was an actual reduction in the number of centres nationally.

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

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

#### **18. Edwalton Golf Courses Contract – Interim Update**

The Service Manager – Finance and Corporate Services presented the report which outlined the work being undertaken at the Edwalton Golf Courses. He said that new targets and objectives had been agreed at the Board's meeting in June 2016. However, it had been identified that the usage target of 60,000 would not be met this year. He stated that officers were working closely with Glendale Golf to encourage more usage. Councillors were informed that there were a variety of factors including poor weather in Spring, the national declining trend, people's reduction in leisure time and the poor course condition at the beginning of the year.

The Board was informed that there had been 15 inspection visits since June 2015 and that improvements had been achieved. It was acknowledged that the condition of the greens had been poor at the beginning of the year and that there had been positive work undertaken. Cleanliness was an occasional

issue but it was envisaged that the capital works proposed would improve this. Maintenance work had been identified and undertaken including electrical work in the function room.

As part of the contract, Glendale Golf was investing £50,000 into the contract and significant improvements were being made to the practice range and the clubhouse, including decorating, new carpet and furniture and refurbished changing/toilet facilities. The Council was also investing £75,000 from the 2017/18 Capital Programme. Work would be undertaken in February 2017 so that it would not hinder the Christmas usage; Councillors requested that they be informed when the work was undertaken. Other work that had to be undertaken included repairs to the irrigation tank and buggy store.

With regard to customer satisfaction, Councillors were informed that the company had conducted a national survey and although satisfaction levels were slightly less than in previous years the number of responses had increased, which indicated that more people were engaged with the Club.

Councillors had been concerned with the lack of marketing information in the clubhouse and this had now been addressed. The Board had raised concerns regarding the lack of signage at the roadside advertising the catering provision available and requested that this be considered further. The website had also been updated, including offers and more information on community usage. Glendale had employed an admin/business development assistant, a new manager and golf professional, and had developed an action plan for 2017 to encourage more use. The Board acknowledged that there were many good courses in close proximity to the course.

Councillors welcomed the planned improvements as this would show users that their complaints had been listened to. However, it was stated that there was a significant downturn in golf globally and that there was a risk that the Council could have an asset that was not raising any income. The Service Manager – Finance and Corporate Services stated that, even with the reduced contract, the Council was still receiving an income which was not always the case for many local authorities.

Councillor Mrs Males stated that the new furniture and newly decorated function room had been well received. However, the speed bumps on the drive were now difficult to see and should be repainted. Officers agreed to include this on the list of improvements. She also raised concerns regarding dog mess. The Service Manager – Finance and Corporate Services said that officers were investigating how this could be reduced, including better signage for the public footpaths to avoid people wandering across the courses.

Councillor Moore stated that the return on the Council's additional investment of (£75,000) would take some time to be recovered and that Council should give very careful consideration to any future investment in the current facilities.

The Executive Manager - Operations and Transformation stated that the Strategic Group was considering the future of the courses and the contract. She said that the contract had been extended for five years. Following a question, the Service Manager – Finance and Corporate Services agreed to provide Councillors with information regarding the break clause in the contract.

AGREED that the Performance Management Board had considered the progress of Glendale's capital investment and general update.

**19. Equality Annual Report 2015/16**

The Strategic Human Resources Manager presented a report which outlined the Council's performance against the objectives in the Single Equality Scheme, which had been adopted in 2012. She stated that there was now no explicit legal duty for the Council to collect and use equality data, however, the Authority felt that it should have due regard to the aims of the general equality duty, so that it could understand the impacts of its policies and practices on people with protected characteristics. The Council considered the demographics of the population of the area and its workforce.

When comparing the data, it was noted that the ethnicity of the workforce did not match that of the Borough. The Strategic Human Resources Manager stated that age profile peaked at 45-54 years and that the Council was working hard to encourage more young people to join the workforce; this included developing the YouNG project and the apprenticeship scheme. She reminded Councillors that next year 2.3% of the workforce should be apprentices which would increase the six apprentices this year to twelve. The Borough Council encouraged applicants from people with disabilities and female applicants for manual positions. Officers were encouraged by the success of Streetwise Environmental Ltd in recruiting young women.

Councillors were informed of the training programme for officers and how the Council was working in partnership with Nottingham City Council to increase the number of courses and methods of delivery.

Following a question, officers stated that people could opt out of providing personal data and they agreed that the workforce was more diverse than the statistics showed. Councillors asked that this statement be included in future reports.

AGREED that Councillors had considered and endorsed the report.

**20. Performance Monitoring – Quarter 2 2016/17**

The Board considered the performance data for Quarter 2 2016/17. The Performance, Reputation and Constitutional Services Manager explained that this data included the information in the corporate basket that Councillors had agreed upon at the Board's last meeting. She stated that there was one highlight, LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period, and two exceptions, LICO46 Planning appeals allowed against the authority's decision and LINS06 Cumulative number of fly tipping cases. Members noted the explanations and actions taken. Following a question, officers stated that the fly tipping was mainly clustered around the larger rural villages; officers agreed to provide further information that was collected by Streetwise Environmental Ltd. Councillors also requested further information on whether this correlated with the County Council's decision to close the recycling site at Langar.

With regard to food hygiene inspections officers explained that although this was slightly under its target the programme of inspections was weighted to the end of the year.

In respect of affordable housing, the Executive Manager - Operations and Transformation explained that all developments were included in the data. However, it was noted that developers sometimes front loaded the private sales and therefore, sites did not release affordable housing until near the end of the development. With regards to the definition of affordable housing, it was agreed to circulate a briefing note with the notes of the meeting.

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

## 21. **Work Programme**

The Board considered and agreed its work programme. It was noted that the annual review of the Edwalton Golf Courses would be considered at the next meeting and also Streetwise Environmental Ltd, which would allow Councillors to receive more information on fly tipping.

The meeting closed at 9.00 pm.

## Action Sheet

### PERFORMANCE MANAGEMENT BOARD - TUESDAY 29 NOVEMBER 2016

Minute Number	Actions	Officer Responsible
17. Parkwood Leisure Contract – Annual Review	<ul style="list-style-type: none"> <li>a) officers to provide data from Sport England regarding participation rates in sport</li> <li>b) officers to provide information on the cleanliness of Cotgrave Leisure Centre to Parkwood Leisure Ltd.</li> </ul>	<p>Service Manager – Finance and Corporate Services</p> <p>Service Manager – Finance and Corporate Services</p>
18. Edwalton Golf Courses Contract – Interim Update	<ul style="list-style-type: none"> <li>a) officers to inform the Board when the work has commenced</li> <li>b) include the painting of the speed bumps to the list of improvements</li> <li>c) officers to provide information on the break out clause in the contract.</li> </ul>	<p>Service Manager – Finance and Corporate Services</p> <p>Service Manager – Finance and Corporate Services</p> <p>Service Manager – Finance and Corporate Services</p>
19. Equality Annual Report 2016	Information regarding people’s ability to opt out of providing personal information to be included in future reports	Strategic Human Resources Manager
20. Performance Monitoring – Quarter 2 2016/17	<ul style="list-style-type: none"> <li>a) Officers to provide information on fly tipping hotspots</li> <li>b) officers to provide a briefing note on the definition of affordable housing with the notes of the meeting</li> </ul>	<p>Performance, Reputation and Constitutional Services Manager</p> <p>Executive Manager - Operations and Transformation</p>