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Our reference:
Your reference:
Date: 24 February 2017



To all Members of the Performance Management Board

Dear Councillor

A meeting of the **Performance Management Board** will be held on Tuesday 7 March 2017 at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West Bridgford to consider the following items of business.

Yours sincerely

A handwritten signature in black ink, appearing to be 'R. B.', written over a light blue horizontal line.

Deputy Monitoring Officer

AGENDA

1. Apologies for absence
2. Declarations of Interest
3. Notes of the Meeting held on Tuesday 29 November 2016 (pages 3 - 12)
4. Glendale Golf Ltd/Edwalton Golf Course Contract Annual Review

The report of the Executive Manager – Finance and Corporate Services is attached (pages 13 - 27).

5. Review of Streetwise Environmental Ltd for 2016/17

The report of the Executive Manager – Neighbourhoods is attached (pages 28 - 33).

6. Performance Monitoring Quarter 3 – 2016/17

The report of the Executive Manager – Operations and Transformation is attached (pages 34 - 51).

7. Work Programme

The report of the Executive Manager – Finance and Corporate Services is attached (pages 52 - 53).

Rushcliffe Community
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First Saturday of
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9am - 1pm

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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 and 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 at the far side of the plaza outside the main entrance to the building.

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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 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	a) officers to provide data from Sport England regarding participation rates in sport b) officers to provide information on the cleanliness of Cotgrave Leisure Centre to Parkwood Leisure Ltd.	Service Manager – Finance and Corporate Services Service Manager – Finance and Corporate Services
18. Edwalton Golf Courses Contract – Interim Update	a) officers to inform the Board when the work has commenced b) include the painting of the speed bumps to the list of improvements c) officers to provide information on the break out clause in the contract.	Service Manager – Finance and Corporate Services Service Manager – Finance and Corporate Services Service Manager – Finance and Corporate Services
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	a) Officers to provide information on fly tipping hotspots b) officers to provide a briefing note on the definition of affordable housing with the notes of the meeting	Performance, Reputation and Constitutional Services Manager Executive Manager - Operations and Transformation

Responses

Minute Number	Actions	Officer Responsible	Response															
17. Parkwood Leisure Contract – Annual Review	a) officers to provide data from Sport England regarding participation rates in sport	Service Manager – Finance and Corporate Services	<table border="1"> <thead> <tr> <th></th> <th>Oct 14-15</th> <th>Oct 15-16</th> </tr> </thead> <tbody> <tr> <td>England</td> <td>35.8%</td> <td>36.1%</td> </tr> <tr> <td>East Mid</td> <td>34.5%</td> <td>35.4%</td> </tr> <tr> <td>Notts</td> <td>36.0%</td> <td>38.3%</td> </tr> <tr> <td>Rushcliffe</td> <td>44.8%</td> <td>49.9%</td> </tr> </tbody> </table>		Oct 14-15	Oct 15-16	England	35.8%	36.1%	East Mid	34.5%	35.4%	Notts	36.0%	38.3%	Rushcliffe	44.8%	49.9%
		Oct 14-15	Oct 15-16															
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b) officers to provide information on the cleanliness of Cotgrave Leisure Centre to Parkwood Leisure Ltd.	Service Manager – Finance and Corporate Services	Officers continue to monitor cleanliness standards on a regular basis. Any issues identified as part of these inspections are raised with the centre manager at the end of the visit. There have been a number of instances where cleanliness levels have been raised and these have been promptly addressed. Further deep cleans have been undertaken and some minor repairs to tiling and sanitary ware are on-going to improve appearance.																
18. Edwalton Golf Courses Contract – Interim Update	a) officers to inform the Board when the work has commenced	Service Manager – Finance and Corporate Services	The tender has been awarded and the contractor started on site 20 February 2017. It is anticipated that the works will be completed by 31 March 2017.															
	b) include the painting of the speed bumps to the list of improvements	Service Manager – Finance and Corporate Services	Work completed 13 February 2017.															
	c) officers to provide information on the break out clause in the contract.	Service Manager – Finance and Corporate Services	The deed of variation, signed in July 2016, includes break clause provisions for either party, actionable from 1December 2018. After this date either party may serve notice of not less than 1 year.															

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	Will be included in future reports.
20. Performance Monitoring – Quarter 2 2016/17	<p>a) Officers to provide information on fly tipping hotspots</p> <p>b) officers to provide a briefing note on the definition of affordable housing with the notes of the meeting</p>	<p>Performance, Reputation and Constitutional Services Manager</p> <p>Executive Manager - Operations and Transformation</p>	<p>Map of hotspots emailed to Members of the Board on 1 December 2016</p> <p>Briefing Note emailed to Members of the Board on 1 December 2016</p>

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 has been renegotiated and extended until December 2025. The report details activity for the year 2016-17. Representatives from Glendale Golf Ltd will be in attendance to provide a presentation and respond to questions.
- 1.2. The Group has been monitoring the performance of the contract throughout the year and have considered updates at its meetings on 22 June and 29 November 2016. Members are requested to comment on performance to date and any areas where the partnership could be strengthened to improve outcomes.

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 and presentation.

3. Reasons for Recommendation

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

4. Supporting Evidence

National Picture

- 4.1. For the first time in more than a decade figures produced by Sport England for 2016 suggest that the decline in golf has halted with signs of increased membership. Whilst weekly participation has continued to fall, nationally both monthly participation and memberships have increased when compared to a similar period in 2015. According to the survey the number of golfers playing at least once a month has increased to 1.1 million compared to 1.09 million in the previous year. England Golf suggests that a number of "Get into Golf" initiatives have helped, including "Golf Express" which promotes a nine-hole version of the game.

Further information

- 4.2. As previously reported there have been a number changes to staffing at the Golf Course during 2016 with the appointment of a new Manager, golf pro and business development assistant.
- 4.3. In terms of performance:
- (a) Appendix 1 – As previously reported usage is significantly down on the equivalent period (April to December) 2015, equating to a 45% reduction. Glendale will comment further on at this meeting.
 - (b) Appendix 2 – Provides details of Glendale’s performance against the performance management matrix.
 - (c) Appendix 3 – Provides details of the accidents and incidents that have occurred during the year.
- 4.4. During the year a number of marketing and promotional initiatives have taken place to encourage use for both golf and social use as follows:
- Autumn rewards card
 - Leisure Centre/Glendale Golf combined offers (e.g. 10% off green fees)
 - Christmas Party Marketing
 - Banners and posters
 - 25% off green fees booked online and associated marketing;
 - New joiners to join with a friend and save 10% on membership subscriptions
 - Emails to members and customers on EGC’s database with club information or offers
 - Attended Lark in the Park festival in August 2016
 - Increased social media presence, facebook etc
 - “Loyal Tee” offer of 10% off for online bookings
 - ‘Tee off’ 2016 campaign, in April green fee and golf lesson offers
 - Free golf for the rest of 2016 offer
- 4.5. A forward marketing plan has been produced detailing initiatives, offers and marketing for the first half of 2017 (Appendix 4), this runs alongside the central Glendale Golf marketing plan.

New Contract

- 4.6. A new contract has been finalised in 2016 between the Council and Glendale extending the term to December 2025 and ensures the contract is more financially viable for the contractor in what is a challenging commercial environment.
- 4.7. As part of the new financial terms Glendale will invest £50k in capital on the golf course (and premises), over the next year. The table below provides an update of progress against the programme. Furthermore, the Council has approved an acceleration of £75,000 to fund the refurbishment of the toilets and showers in 2016/17. The tender for this work has been awarded and the contractor is now on site. Temporary toilets are provided on site and both the

ladies and female toilet blocks have been stripped back. All sanitary ware has been removed and walls taken down in preparation for refitting and refurbishing. It is anticipated that works will complete by 31 March 2017.

Glendale Capital Programme (£50K) Progress

Date	Area	Expenditure	Status
July 2016	Practice Range	New mobile range bay cover, range ball dispenser and range targets	Complete
October 2016	Winter Tees	Winter tee mats for main course	Complete
October 2016	Bar and Function Rooms	New furniture, decoration and carpet	Complete
March 2017	Irrigation tank	Repair and new liner for the tank	Quotes obtained
March 2017	Compound	New golf buggy store	Quotes obtained
May 2017	Meeting room	New furniture and refurbishment	Not started
October 2017	Bungalow	Refurbishment	Not started

5. Risk and Uncertainties

As generally 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

The annual fee paid by Glendale to the Council will be reduced from c£103k to c£21k by 2017/18. Over the Medium Term Financial Strategy from 2016/17 this is a reduction in income due to the Council of £106k. Glendale has committed to invest £50k in capital.

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:	Nigel Carter Service Manager Finance and Commercial 0115 914 8340 ncarter@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	1: Usage figures 2: Performance Management Matrix 3. Health and Safety Accidents and Incidents 4. Marketing Plan (First 6 months of 2017)

1. Usage compared to the previous year is as follows (April to December)

Usage	2016	2015
Main Course	6,369	19,439
Par 3 Course	4,029	6,575
Main Course - Members	4,206	6,469
Par 3 - Members	2,293	4,028
Matches & Groups	1,242	1,952
Footgolf	3,139	5,131
Lessons	353	515
Golf range	3,060	3,109
Social	3,108	3,419
Total	27,799	50,637

2. As at December 2016 there were 121 members on the books compared with 140 in the previous year.

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 Commercial.
- Monthly client meetings will be held between the Service Manager - Finance and Commercial and the manager of the golf course, with quarterly attendance by the Executive Manager – Finance and Corporate Services and 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

Monitoring takes 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 comment forms, verbal comments, letters, emails and other correspondence – all complaints, compliments and comments to be reported for period 	Evidence presented in relation to customer feedback.	<p>8 (80%/4 out of 5)</p> <p>As above</p> <p>As above</p> <p>As above</p> <p>As above</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>Customer satisfaction survey results</p> <table border="1"> <thead> <tr> <th></th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Number of responses - Edwalton</td> <td>17</td> <td>68</td> </tr> <tr> <td>How do you rate the overall quality of the course? Score out of 5</td> <td>3.59</td> <td>3.12</td> </tr> <tr> <td>How do you rate the value for money of your green fee/membership?</td> <td>3.59</td> <td>3.41</td> </tr> <tr> <td>How do your rate our customer service?</td> <td>3.53</td> <td>3.6</td> </tr> <tr> <td>How do you rate our clubhouse catering?</td> <td>3.0</td> <td>3.18</td> </tr> </tbody> </table>		2015	2016	Number of responses - Edwalton	17	68	How do you rate the overall quality of the course? Score out of 5	3.59	3.12	How do you rate the value for money of your green fee/membership?	3.59	3.41	How do your rate our customer service?	3.53	3.6	How do you rate our clubhouse catering?	3.0	3.18	Positive directional of travel over the last quarter.	
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How do your rate our customer service?	3.53	3.6																			
How do you rate our clubhouse catering?	3.0	3.18																			
	<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</p>	<p>Performance met. Issues are identified during inspection and are checked for remedy on the next visit.</p> <p>No default notices issued</p> <p>No failure notices</p>	<p>95% of rectification notices resolved in timescales</p> <p>100% of default notices resolved in timescales</p> <p>0 failure notices</p>																		

	<p>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>	issued	served
	<p>Develop use of the facilities Monthly usage figures provided for;</p> <ul style="list-style-type: none"> Main course Par 3 course Practice Lessons (including juniors and school holiday programmes) Social events Non-golf activity <p>No of Season Ticket Holders No of New Members</p>	See Appendix 1 (April to December 2016 – 27,799 users)	40,000 users pa
	<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 	226 (April to Dec) 1,092 (April to Dec)	300 juniors pa attending Lessons 1200 juniors pa attending social events
	<p>Use of information technology Use of information technology to assist customers making and paying for</p>	On-line bookings (April	

	<p>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>to Dec) 455</p> <p>Glendale website with Edwalton pages regularly updated.</p> <p>Web page and Face book statistics provided to client.</p> <p>Between 300 and 900 web page hits per month.</p>	<p>Await baseline figures</p>
	<p>Partnership working</p> <p>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>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>121 Club members</p> <p>Details provided of partnership working? Yes</p> <p>Sessions provided with</p>	<p>166 club members pa</p> <p>Monthly meetings 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>

		Edwalton primary school and 3 local scout groups	
<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</p> <p>Appendix 4</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 to:</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 	<p>Evidence provided</p>		

	<ul style="list-style-type: none"> • 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>Evidence provided</p> <p>Evidence provided</p> <p>Evidence provided</p>	
	<p>Environmental Annual reporting on minimum required performance standards as per contract focusing on energy, water, pesticide usage etc</p>	<p>To be covered by Glendale in presentation</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>Monthly report to members provided along with schedule of maintenance work.</p> <p>Course inspected.</p> <p>Early in the year there were recognised issues with a number of greens, condition of fairways and the height of the rough.</p> <p>These have been addressed and the condition of the course has improved</p>	

		throughout the year.	
B) Compliance with Contract Outputs and Specificatio ns	Maintenance of buildings To meet required performance standards as per contract <ul style="list-style-type: none"> Regular inspections (minimum of fortnightly) by client inspector Completed reports to be reported and discussed at monthly meetings 	Client inspections completed Overall score 8 – Any issues are raised at the end of each inspection and checked for compliance on the following visits.	8
	Cleaning Services To meet required performance standards as per contract; <ul style="list-style-type: none"> Regular inspections (minimum of fortnightly) by client inspector Completed reports to be reported and discussed at monthly meetings 	Client inspections completed Overall score 7. There have been a number of issues throughout the year, but the new management has responded positively and the directional of travel is showing improvement.	8
	Catering Services To meet required performance standards as per contract <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 	Client inspections completed Overall score 8 Evidence provided Evidence provided of 5* rating	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

Accidents and Incidents



Accident and Incident Report

GOLF COURSE NAME	Edwalton
	Year 2016/17

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
15/7/16	Golf Course	Near miss	Golfer	Near miss	No	No	No	No	Ball from driving range flying on to Par 3 course landed near golfer	
27/1/17	Golf Course	Near miss	Visitor	Near miss	No	No	No	No	Dog walker walked in front of golfer without looking and nearly hit by golf ball.	Meeting with Council 1/2/17 to discuss signage.

Marketing plan provided by Glendale Golf Ltd

January – February 2017	Winter breakfast promotion – Coffee and bacon bap £3.50
February 2017	Golf offer – 20% of weekend green fees when booked on-line
March 2017	Society Golf Offer – Organiser plays free with golf day bookings of 12 or more
April 2017	Golf offer – “Spring into Spring” campaign – includes free beginner group lessons
April 2017	Easter half term offer
April 2017	Golf offer – Launch “Golf Express”
May 2017	Golf offer – “Get into golf”
June 2017	Twilight golf offer

Report of the Executive Manager - Neighbourhoods

1. Summary

- 1.1. This report will provide Members with an opportunity to review the performance and partnership with Streetwise Environmental Ltd who deliver the Council's street cleansing and grounds maintenance functions under a prime contract arrangement.
- 1.2. John Scott Lee (Managing Director, Streetwise Environmental Ltd) will provide a presentation to Members on performance from April 2016 to present, across key services and outline future plans and initiatives.
- 1.3. Members are requested to comment on performance to date and any areas where the partnership could be strengthened to achieve improved outcomes.

2. Recommendation

It is RECOMMENDED that Members consider and make comments on the performance of Streetwise Environmental Ltd for 2016/17 as outlined in this report and the accompanying presentation.

3. Reasons for Recommendation

- 3.1. The transformation of the Council's Streetwise service into a social enterprise company was a key outcome from the work undertaken by the Environment and Waste Management Member Group during 2012 and 2013. The benefits of the proposal were identified as follows:
 - Creation of an innovative alternative service delivery model which will provide Streetwise employees with the opportunity to build a sustainable future
 - Retaining a significant level of Council influence
 - Maintaining quality standards
 - Improving value for money
 - Promoting improved social values
- 3.2. Following approval by Cabinet in December 2013 the resulting Streetwise Environmental Ltd is a new company limited by guarantee and wholly owned by the Council. The company has a small board of directors comprising the Managing Director, the Operational Director, the Council's Chief Executive and Service Manager (Finance and Commercial) along with a separate overarching Strategic Board comprising of four Council Members.

- 3.3. After a period of transition and mobilisation in early 2014 which included the transfer of staff, vehicles and other resources Streetwise Environmental Ltd officially commenced on 1 September 2014. The company continues to operate from the Council's Abbey Road Depot and maintains strong operational links with the rest of the Council through comprehensive service level agreements.
- 3.4. Importantly the existing functions delivered by the 'in house' Streetwise team for example street cleansing and grounds maintenance have been detailed in an operational 'prime contract' which is designed to ensure clear and consistent continuity of service by the company during the initial five year period of the contract.
- 3.5. In addition to promoting and developing a strong partnership approach with the Council the company are already creating links with a range of new stakeholders both public and private with a view to developing business opportunities and delivering added social value with local groups and communities.

4. Supporting Evidence

- 4.1. Following its launch in September 2014 Streetwise have continued to perform strongly in all key performance and qualitative performance aspects. Since April 2016 contract performance monitoring has specifically demonstrated the following outcomes as outlined in **Appendix A**. In addition to the KPI outcomes other highlights have included the following;
 - Winner of a national APSE service award 2016 for the Best Employment & Equality Initiative which builds on the excellent work on delivering social value outcomes including apprenticeships and working with Metropolitan, local Colleges, the Friary etc
 - The summer bedding display in West Bridgford continues to provide significant visual benefits in the Town Centre and is very popular with local residents and businesses
 - Closer collaboration with Highways England and Amey on trunk road cleansing which has allowed partial cleansing of the A46 central reservations
 - Promptly and efficiently dealing with an overall increase in fly tipping cases in 2016 and some particularly large and difficult cases involving unauthorised encampments
 - Continued positive feedback on the Streetwise sponsored illuminated Christmas tree on Tudor Square
 - Good support to the Council to support the departure from the Civic Centre and the transition to the Arena.
- 4.2. Areas for further improvement highlighted by the Council for Streetwise during 2016/17 have been on the following key issues
 - The need for a sustained focus on detritus cleansing in key locations across the borough
 - Although autumn 2016 was better further work is needed to ensure an efficient and effective autumn leaf fall cleansing programme for 2017 to ensure residual problem areas are addressed via the use of intelligence from historical hot spots etc.

4.3. In addition to the data outlined in this report Streetwise Environmental Ltd will provide Members with a presentation covering the following areas:

- Scope of services delivered
- Performance in key areas
- Engagement with stakeholders and partners
- Areas for future development

4.4. In preparation for scrutiny Members were asked to submit questions for discussion with Streetwise Environmental Ltd. In addition to their presentation to Members, the Managing Director will take questions on the above areas and any other matters as requested.

5. Risk and Uncertainties

5.1. The Council has developed and implemented robust client/contractor monitoring arrangements to ensure the delivery of the prime contract. These arrangements were audited last year and were found to provide a satisfactory level of assurance. Client/contractor relationships are further enhanced by close partnership working with the company to ensure that the partnership continues to grow in strength.

6. Implications

6.1. Finance

There are no direct financial implications to this report however it should be noted that the net annual cost to the Council for the Streetwise contract is £1,288,700. In 2016/17 the Streetwise contract provides an additional £40,000 in agreed efficiency savings however the annual sum will rise by £27,900 in 2017/18 due to agreed contractual increases and variations in the prime contract.

6.2. Legal

None.

6.3. Corporate Priorities

6.3.1. **Supporting economic growth to ensure a sustainable, prosperous and thriving local economy** – The creation of a new company in the borough which has the potential to grow and expand into new markets bringing jobs and growth into the borough.

6.3.2. **Maintaining and enhancing our resident's quality of life** – The core services delivered by Streetwise Environmental Ltd are fundamental in creating and maintaining an attractive and clean environment which in turn has a significant positive impact on our residents' quality of life.

6.3.3. **Transforming the Council to enable the delivery of efficient high quality services** – The transformation of Streetwise into Streetwise Environmental Ltd is a key example of how the Council has transformed a number of services as part delivering its Transformational Plan.

6.4. Other Implications

None

For more information contact:	David Banks Executive Manager - Neighbourhoods 0115 914 8438 email DBanks@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix A - Streetwise KPI Averages / Target

Appendix A

Streetwise KPI Averages / Target

Assessment Score	Range	Classification
1	1 – 1.5	Poor
2	1.5 – 2.5	Weak
3	2.5 – 3.5	Fair
4	3.5 – 4.5	Good
5	4.5 – 5	Excellent

KPI/ Quality Measure	Yearly Average Target	2014/15 Outcome figures	2015 /16 Outcome figures	2016 / 17 up to end January 2017	
Percentage of streets passing clean streets inspections	99%	97.1%	98.3%	97.2%	Cumulative score for the year
Improved street and environmental cleanliness : Litter	97%	97.9%	98.9%	99%	Cumulative score for the year
Improved street and environmental cleanliness : Detritus	93%	90.8%	94.3%	89.9%	Cumulative score for the year
Improved street and environmental cleanliness : Graffiti	100%	100%	100%	100%	Cumulative score for the year
Improved street and environmental cleanliness : Dog fouling	99%	99.8%	100%	100%	Cumulative score for the year
% of fly tips responded to within 48 hours	100%	No PI	100%	100%	Cumulative score for the year
% of offensive graffiti removed within 24 hours	100%	No PI	100%	100%	Cumulative score for the year
% of Zone 1 areas achieving grade A by 10.00am each day	100%	No PI	100%	100%	Cumulative score for the year
Number of cases of fly tipping where evidence has been gathered	no target	Not Measured	18	5	Totals
Response to cleansing service requests	100%	No PI	100%	100%	Cumulative score for the year
Assessment of the cleanliness of bring and glass recycling sites	4.00	5.0	4.6	4.8	Average monthly score
Assessment of Litter and Dog Bin emptying	4.00	4.2	4.1	4.3	Average monthly

					score
Assessment of Toilet Cleansing	4.00	4.0	3.9	3.9	Average monthly score
Assessment of Open space, grounds maintenance, shrub beds and hanging baskets	4.00	4.1	3.7	3.8	Average monthly score
Assessment of Land Drainage	4.00	4.0	3.7	3.9	Average monthly score
Assessment of Civic and Industrial Estates	4.00	4.0	3.4	3.9	Average monthly score
Assessment of Cemeteries	4.00	4.1	3.9	4.0	Average monthly score
Assessment of Rushcliffe Country Park	4.00	4.3	4.8	4.6	Average monthly score
Assessment of community halls	4.00	4.4	4.3	4.6	Average monthly score
Assessment of parks and nature areas	4.00	3.6	4.9	4.9	Average monthly score
Assessment of playing fields and sports pitches	4.00	4.4	4.9	4.4	Average monthly score
Assessment of Hound Lodge	4.00	4.6	4.6	4.5	Average monthly score
Assessment of response to snow/ice and or flooding/sandbagging requests	4.00	4.7	5.0	4.8	Average monthly score
Assessment of compliance with Waste Transfer Station requirements	4.00	No PI	3.5	3.9	Average monthly score
Number of accident report forms completed - Streetwise staff	No target	No PI	49	16 (to end Dec 2016)	Totals
Number of days sickness due to work related accidents - Streetwise staff	No target	No PI	85	147 (to end Dec 2016)	Totals

Report of the Executive Manager –Transformation and Operations

1. Summary

In line with the Council's Performance Management Framework, this report provides a summary of the Council's performance for quarter 3 2016/17, containing tasks from the Corporate Strategy 2016-20, 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 consider the identified exceptions.

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 Corporate Task, and the corporate basket of performance indicators as amended by this group at the meeting on 29 September 2016.
- 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.

There is one performance highlight, two exceptions selected in this report:

- The highlight is: **LINS24 Number of affordable homes delivered** –46 homes have been completed, which has achieved the annual target before year-end.
- The two exceptions are:

LIFCS04 Number of users of paid council car parks – this indicator is currently under target by over 25,000 users. The usage of the car parks can be impacted by many factors and previous year's show that a reduction is often temporary.

LIFCS43 Percentage of Community Support Grant allocation spent – the current spend is just over 35% compared to the target of 40%. The target is profiled from the spend in previous years and it is anticipated that 75% is achievable by the end of the year.

There is one performance indicator within the scorecard that will not be collected in 2017/18 following preparation of the annual Service Plans that map out the work that each service will deliver over the next 12 months. For some time the number of calls that have been answered within 30 seconds has not been able to match previous years or the exacting target that has been set.

The Customer Service Centre now delivers a higher complexity of service for the Council and its partner organisations, and therefore the performance of this indicator is likely to maintain its current path. A more reliable measure of the service being provided is contained within two other performance indicators within the corporate scorecard, namely the percentage of users satisfied and the percentage of calls resolved at the first point of contact.

5. Risk and Uncertainties

Risks linked to the Corporate Strategy and the Council’s performance are managed by the Risk Management Group and monitored at Corporate Governance Group. 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

There are no direct financial issues arising from this report.

6.2. Legal

There are no legal issues arising from this report.

6.3. Corporate Priorities

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

6.4. Other Implications

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
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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 – Finance & Commercial 0115 914 340 ncarter@rushcliffe.gov.uk
Background papers Available for Inspection:	Not relevant for this report
List of appendices (if any):	Appendix 1 – Corporate Scorecard

Performance Progress

Summary

There are 12 Strategic Tasks within the Corporate Strategy 2016-20 focussed on the Council's three themes and a set of performance indicators in the corporate scorecard. Members of Performance Management Board discussed the corporate scorecard at its meeting on 29 September 2016 and asked for the set of indicators within the scorecard to be changed to better represent the new strategy and to provide the opportunity to scrutinise those indicators that are more relevant. As a result the new corporate scorecard has increased from 33 indicators to 54, a combination of those monitored within the Corporate Strategy 2012-16, the new Corporate Strategy 2016-20 and operational measures. Only those performance indicators where data is due or available are shown in this report.

Corporate Tasks

All of the Strategic Tasks are underway and many are progressing well. The new Arena offices and the leisure centre were completed on the predicted dates. The regeneration works in Cotgrave continue to build momentum as the access road for the multi-service centre is completed and the employments units are being built with completion due in July 2017.

Performance Indicators

There are 40 of the 54 performance indicators within the new corporate scorecard where performance data is available for this report. Sixteen have an improving trend and twelve are deteriorating.

In this quarter one highlight has been selected, and 2 indicators as exceptions:

LINS24 Number of affordable homes delivered – selected as a highlight as 46 homes are ready, 14 more than the annual target.

LIFCS04 Number of users of paid council car parks – this indicator is 4,000 users below the December 2015 level, and may not reach its target this year.

LIFCS43 Percentage of Community Support Grant allocation spent to date – the percentage allocation to the end of December is 35.16% which is in line with usual trends and likely to result in an underspend at the end of the year.

Strategic Tasks

Delivering economic growth to ensure a sustainable, prosperous and thriving local economy

Current Task Status	ST1620_01	Lead officer	Success measurement
	Develop a programme of Growth Boards initially focusing on West Bridgford, Bingham and Radcliffe on Trent to support economic growth and infrastructure in these areas	Chief Executive	A long term vision for each area, which meets the needs of new and existing residents and businesses as well as contributing to the Borough as a whole, exists and is used by all relevant stakeholders in decision making
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> Progress is being made on all Bingham and Radcliffe on Trent Growth board key objectives. Radcliffe on Trent Business Forum held public participation events on 27/28 January 2017 to consult on the progress being made by Nottingham Regeneration Ltd and HEB. The Master Plan exercise is due to be concluded by early May 2017. Bingham Town Council are working on a future vision for Bingham Market Square and the second phase of the Leisure Strategy consultation is due to commence in February 2017. The Board has been successful in securing £20,000 from Nottinghamshire Pre-Development fund towards a Business case for an improved rail service to Radcliffe on Trent and Bingham.
Completed Date			
Performance Measures & Indicators			Risks
Publish report of the West Bridgford Commissioner by December 2016			CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
Complete assessment of need for future Growth Boards in the Borough by March 2017			
Identify funding and investment opportunities following the publication of the Tudor Square Masterplan and retail study by March 2018			
Create actions plans for the Growth Boards by March 2018			

Current Task Status	ST1620_02		Lead officer	Success measurement
	Proactively engage with partnership activities to maximise the benefits of collaborative working for Rushcliffe residents and businesses, including: • Playing an active role in D2N2 • Combined Authority • Collaboration Partners		Chief Executive	An efficient Council that leverages the best advantage from partnership activities for the residents and businesses of Rushcliffe
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> The Council continues to be involved in various collaboration activities including payroll, green bins, tree advice, ICT provision and Building Control. The Council is involved in the devolution agenda via the Nottingham and Notts Economic Prosperity Committee which is attended by the Leader and Chief Executive. <p>The Council continues to seek and consider new opportunities for collaboration.</p>	
Completed Date				
Performance Measures & Indicators			Risks	
LIFCS60 Value to date of savings generated as a result of partnership activities			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2				

Current Task Status	ST1620_03		Lead officer	Success measurement
	Activate the Asset Investment Strategy to maximise the Council's asset portfolio as the conditions prescribed in the Strategy arise		Executive Manager – Finance and Corporate Services	Income from the Council's investments is maximised to protect and secure the future provision of services to the community
Target date	31-Mar-2020	Progress	The Strategy is dependent on options that arise for investment and whether the Council is successful in purchasing any assets that become available. A report on future options was considered by Cabinet on 10 January 2017.	
Completed Date				
Performance Measures & Indicators			Risks	
LIFCS13 Percentage of Investment Strategy committed			CRR_FCS08 Inadequate capital resources	
LIFCS14 Value of income generated as a result of the Investment Strategy being activated			CRR_FCS12 Risk and return from Asset Investment Strategy	

Current Status	ST1620_04	Lead officer	Success measurement
	Work with partners to progress infrastructure projects, including: • Improvements to the A52 • Improvements to the rail connections between Nottingham and Grantham • Feasibility of a fourth Trent crossing	Executive Manager – Communities	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> The phase 1 works to the A52 have started at Radcliffe on Trent and will be completed in April 2017. Rushcliffe Borough Council is working with partners on the Nottingham to Grantham Stakeholder Group to finalise a business case for improved services at Bingham and Radcliffe on Trent railway stations (Poacherline). The objective is to generate economic growth in the Nottingham – Bingham A52 Growth corridor by providing a frequent, fast and a sustainable rail service. Rushcliffe Borough Council supported the commissioning of a further study in conjunction with partners to consider the benefits of constructing a new river crossing to the east of the City.
Completed Date			
Performance Measures & Indicators		Risks	
Complete feasibility study for the fourth Trent crossing by March 2017		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
Complete feasibility study for improvements to rail connections by March 2018			
LICO60a Contributions received as a percentage of current developer contributions			
LICO60b Value of future developer contributions to infrastructure funding			

Current Task Status	ST1620_05	Lead officer	Success measurement
	Regenerate Cotgrave, including: New housing on the colliery site, <ul style="list-style-type: none"> • Employment opportunities through jobs clubs, apprenticeships and training, • Additional employment units on the colliery site • A vibrant town centre with new public sector facilities and refurbished shops and public areas 	Executive Manager – Operations & Transformation	Residents and businesses benefit from improved road and rail infrastructure links in key areas of the Borough
Target date	31-Mar-2020	Progress	<p>Planning applications for both the retail/office/public realm scheme and the Multi Service Centre were approved in November 2016. Construction has started on the access road and was completed by 6 February 2017.</p> <p>Demolition of Scotland Bank will commence mid-February (subject to completion of legal agreements with Metropolitan) and is expected to take 6 weeks.</p> <p>Invitations to tender for the shop front improvements were issued on 16 January 2017; Multi-Service Centre tenders were issued in January 2017, with a view to construction starting in May 2017.</p> <p>Construction has commenced in January 2017 on the employment units.</p>
Completed Date			
Performance Measures & Indicators			Risks
Planning application submitted for Cotgrave Town Centre by September 2016			CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support
LITR30 Number of apprenticeships created as part of the of Cotgrave development			
LITR31 Percentage of new private homes on the colliery site completed			CRR_TR17 Inability to draw down Growth Deal 2 funding within specified timescales
LITR32 Percentage of new affordable homes on the colliery site completed			
LITR33 Percentage of new homes on the colliery site occupied			
LITR34 Percentage of employment units on the Cotgrave colliery site occupied			
Current Task Status	ST1620_06	Lead officer	Success measurement
	Contribute towards economic growth in the Borough	Executive Manager – Operations & Transformation	The Borough is a more prosperous area with an improved offer to attract new investment creating new employment opportunities and ensuring thriving local businesses
Target date	31-Mar-2020	Progress	<p>D2N2 Digital Business growth programme will be launched in February 2017. The project will deliver a series of workshops for Rushcliffe businesses.</p> <p>Work is progressing on the Highways England funding bid for the installation of a footbridge across the A46 to support the development at RAF Newton. A decision is expected by the end of February 2017.</p> <p>Four projects were successful in securing funding from the Notts Pre Development Fund.</p>
Completed Date			
Performance Measures & Indicators			Risks
Submit funding application for Sustainable Urban Development (SUD) funding to Nottingham City Council by July 2016.			
LITR35 Percentage of Growth Deal money drawn down and allocated			
LITR36 Percentage of new homes at the Land North of Bingham completed			

Maintaining and enhancing our residents' quality of life

Current Task Status	ST1620_07	Lead officer	Success measurement
	Activate the Leisure Strategy to best provide leisure facilities and activities as the conditions prescribed in the Strategy arise	Executive Manager – Finance and Corporate Services	Rushcliffe residents continue to benefit from superb leisure facilities across the Borough helping them to maintain healthy lifestyles with easy access to a range of leisure facilities
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> The Arena was handed over on time and the Leisure Centre opened to the public on 3 January 2017. This completed an objective of this task within the Corporate Strategy 2016-20. The Asset review of Edwalton Golf Courses Member Group has met on 3 occasions to date and is currently reviewing case studies to inform the identification of options to evaluate. The review of Bingham Leisure Centre forms part of the wider refresh of the Leisure Facilities Strategy which is being overseen by the Community Development Scrutiny Group. Three reports have been considered to date, the latest on 22 November 2017, considering leisure supply and consultation.
Completed Date			
Performance Measures & Indicators			Risks
Complete review of Bingham Leisure Centre by December 2017			CRR_FCS20 Failure to properly manage and deliver significant projects - Leisure and Office move
Arena leisure centre operational by January 2017			
Complete review of Edwalton Golf Courses by March 2017			
LICO61a Percentage increase in population taking part in sport and physical activity at least twice in last month			
LIFCS01 Percentage of users satisfied with sports and leisure centres			

Current Task Status	ST1620_08	Lead officer	Success measurement
	Facilitate activities for Children and Young People to enable them to reach their potential	Executive Manager – Communities	Young people in Rushcliffe are provided with a range of opportunities to develop their self-confidence, knowledge and skills to enable them to play an active role in their community and be ready for the world of work.
Target date	31-Mar-2020	Progress	<p>In January 2017 a new four year Service Level Agreement partnership commenced enabling the extension of the Positive Futures Programme into East Leake. Work to establish the local partner network and delivery infrastructure has commenced.</p> <p>An independent assessment of the challenges and options for the future development of the YouNG project has been undertaken. Cabinet resolved on 10 January 2017 that the Community Development Group scrutinise the findings of the study and report back to Cabinet on a recommended way forward.</p>
Completed Date			

Performance Measures & Indicators	Risks
Establish the format of YouNG as a Community Interest Company by December 2016	
LICO70a Number of young people engaged with positive futures programme	
LICO70b Number of work experience places organised	
LICO70c Number of apprenticeships organised within the Council	

Current Task Status	ST1620_09	Lead officer	Success measurement
	Deliver Part 2 of the Rushcliffe Local Plan	Executive Manager – Communities	Existing residents and potential residents wanting to relocate within or move to the Borough have adequate access to appropriate housing
Target date	31-Mar-2020	Progress	Work is on-going to identify preferred options for Local Plan part 2 and to complete the Green Belt review. This includes assessing the suitability of potential additional housing sites, some of which are likely to be required in order to address the shortfall in housing delivery arising from delays in bringing forward the Core Strategy's (Local Plan Part 1) strategic allocations. Consultation on potential additional housing sites began in late February 2017 and to last for six weeks. The preferred approach is then expected to be published and consulted on during the summer 2017.
Completed Date			
Performance Measures & Indicators		Risks	
Complete second stage of Green Belt Review by December 2016		CRR_CO04 Inability to demonstrate a five year supply of deliverable housing sites against the housing target leading to further development on unallocated sites	
Adopt part two of the Local Plan by December 2017			
LICO74 Number of Neighbourhood Plans adopted			
LICO75 Percentage of homes built on allocated sites at key rural settlements			
LICO76 Percentage of new homes built against the target within the Local Plan			

Transforming the Council to enable the delivery of efficient high quality services

Current Task Status	ST1620_10	Lead officer	Success measurement
	Deliver the Medium Term Financial Strategy	Executive Manager – Finance and Corporate Services	Residents are confident that the Council is well run, financially sound and delivering the services they need
Target date	31-Mar-2020	Progress	The Medium Term Financial Strategy has been refreshed as part of the budget process.
Completed Date			
Performance Measures & Indicators		Risks	
LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016		CRR_FCS13 Failure to deliver the Transformation Strategy	
LIFCS16 Percentage of residents believing the council provides value for money			
LIFCS49 Percentage of residents satisfied with the service the Council provides			

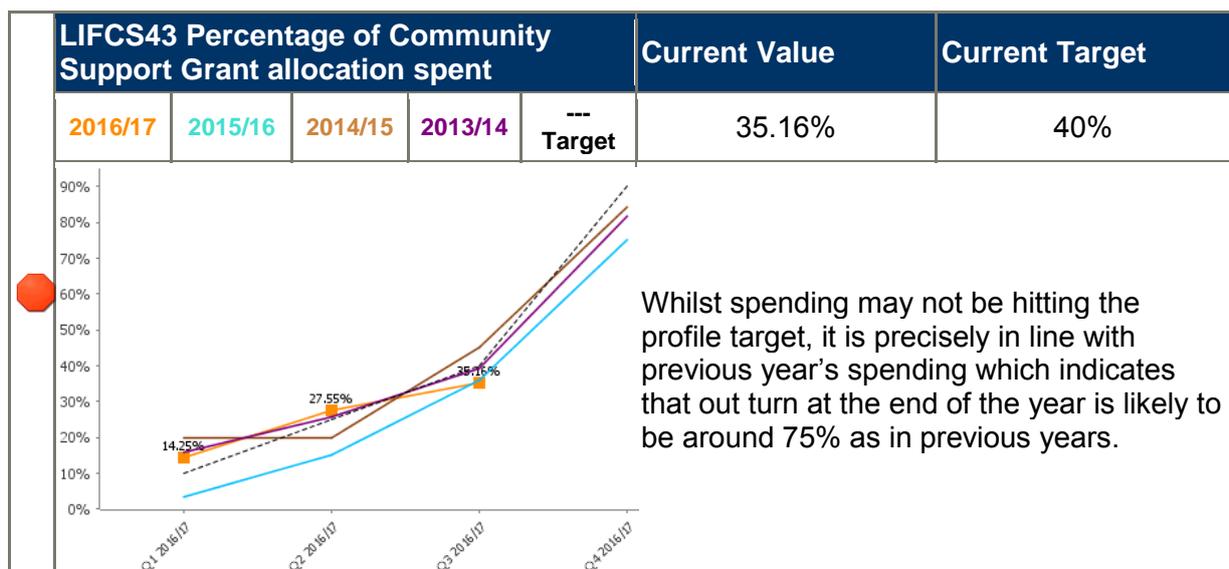
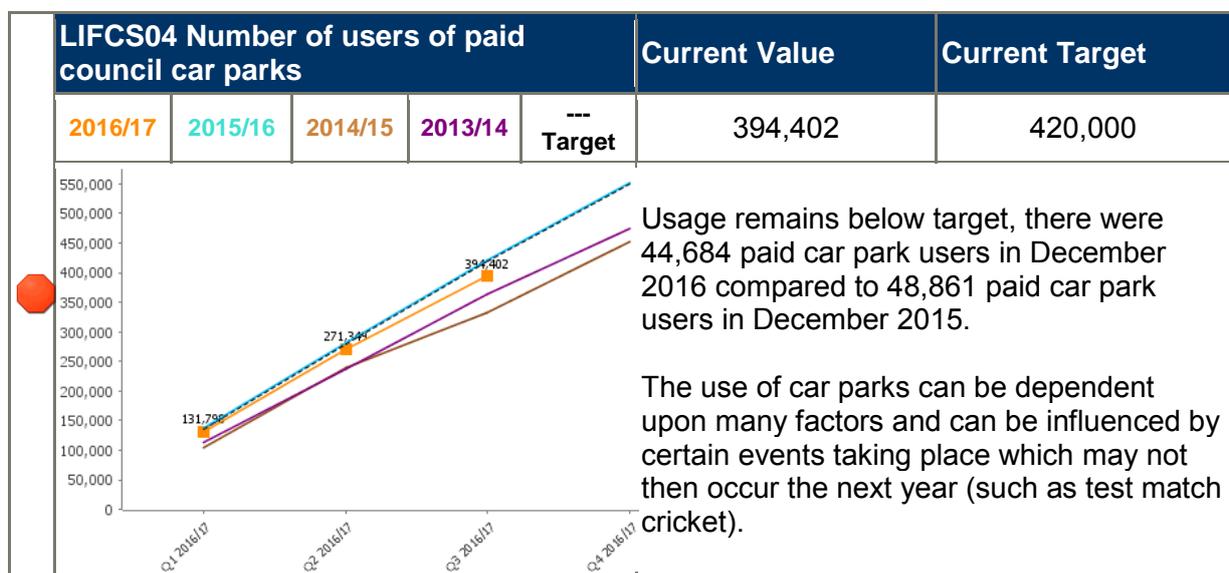
Current Task Status	ST1620_11	Lead officer	Success measurement
	Continue to reduce cost and increase efficiencies	Executive Manager – Operations and Transformation	Residents are able to access Council services and information at a time and in a way that suits them
Target date	31-Mar-2020	Progress	<ul style="list-style-type: none"> • Increased hours at Cotgrave Police Station, giving residents an alternative to travelling to the RCCC in West Bridgford. This is in preparation for when the multi service building at Cotgrave opens. • Increased presence at Bingham Health Centre in line with extended opening hours of the practice. • Continued development of transactional services available on website – a Council Tax exemption and discount form is live and streamlines the application process by feeding the information directly into information@work, the Council's document management system.
Completed Date			
Performance Measures & Indicators		Risks	
LIFCS40 Combined number of Social Media followers		CRR_CO02 Failure of public sector partnerships/ withdrawal of financial support	
LITR03a Percentage increase in self-serve transactions			
LITR04 Percentage of residents satisfied with the variety of ways they can contact the Council		CRR_TR12 Long term loss/failure of main ICT systems	
LITR12b Percentage of Customer Access Strategy delivered			

Current Task Status	ST1620_12	Lead officer	Success measurement
	Continue to develop the Council's Property Portfolio to enhance the Council's financial position and deliver community outcomes	Executive Manager – Operations and Transformation	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
Target date	31-Mar-2020	Progress	Work has commenced on the construction of 15 additional industrial units in Cotgrave, with completion expected in May 2017.
Completed Date			The Council is progressing land acquisition at Moorbridge Industrial Estate for sale as self-build employment units The Bridgford Hall conversion is on target for completion at the end of March 2017.
Performance Measures & Indicators			Risks
New Council offices at Rushcliffe Arena operational by spring 2017			CRR_FCS12 Risk and return from Asset Investment Strategy
Complete Bridgford Hall building works by Spring 2017			
Finalise business case for the disposal the Civic Centre by December 2017			CRR_TR04 Failure to properly manage our property assets
Preferred site identified and business case prepared for Depot relocation by March 2018			
Depot relocated by March 2020			

Performance Highlights

Neighbourhoods									
Status	Ref	Description	2013/14	2014/15	2015/16	Q3 2016/17			2016/17
			Value	Value	Value	Value	Target	Long Trend	
✓	LINS24	Number of affordable homes delivered	22	68	79	46	15	↑	32

Performance Exceptions



Corporate Scorecard

Communities						
Status	Reference	Description	Q3 2016/17			2016/17
			Value	Target	Long Trend	Target
	LICO41	Percentage of householder planning applications processed within target times	90.20%	88.00%		88.00%
	LICO42	Processing of planning applications: Major applications dealt with in 13 weeks or agreed period	87.90%	60.00%		60.00%
	LICO46	Planning appeals allowed against authority's decision	50.0%	35.0%		35.0%
	LICO59	Income received for fee earning pre planning application advices	£18,625.49	-		-
	LICO70b	Number of work experience places organised	35	-		-
	LICO70c	Number of apprenticeships organised within the Council	5	-		-

Finance & Corporate Services						
Status	Reference	Description	Q3 2016/17			2016/17
			Value	Target	Long Trend	Target
	LIFCS02	Number of leisure centre users - public	899,302	936,000		936,000
	LIFCS04	Number of users of paid council car parks	394,402	420,000		420,000
	LIFCS10	Percentage of invoices for commercial goods and services which were paid by the authority in payment terms	99.12%	99.00%		99.00%
	LIFCS13	Percentage of Investment Strategy committed	49.5%	-		-
	LIFCS14	Value of income generated as a result of the Investment Strategy being activated	£0.00	-		-
	LIFCS15	Value of savings achieved by the Transformation Strategy against the programme in April 2016	£0.559m	-		-
	LIFCS20	Percentage of Council Tax collected in year	86.88%	87.60%		99.10%
	LIFCS21	Percentage of Non-domestic Rates collected in year	83.16%	82.80%		98.80%
	LIFCS22	Average time taken to process Housing Benefit/Council Tax Benefit new claims and change events	6.23 days	9.0 days		9.0 days

	LIFCS43	Percentage of Community Support Grant allocation spent to date	35.16%	40%		90%
	LIFCS50	Number of complaints received by the council at initial stage	29	-		-

Neighbourhoods						
Status	Reference	Description	Q3 2016/17			2016/17
			Value	Target	Long Trend	Target
	LINS06	Cumulative number of fly tipping cases (against cumulative monthly comparison for last year)	465	390		521
	LINS15	Percentage of Food Establishments achieving a hygiene rating of 4 or 5	89.6	92.0		92.0
	LINS18	Percentage of household waste sent for reuse, recycling and composting	51.86%	52.57%		50.00%
	LINS24	Number of affordable homes delivered	46	15		32
	LINS25	Number of households living in temporary accommodation	6	12		12
	LINS27a	Average length of stay of all households in temporary accommodation	14weeks	15weeks		15weeks
	LINS29	Number of successful homelessness preventions undertaken	177	172		230
	LINS31	Percentage of applicants rehoused within 26 weeks of their application	61.3%	65%		65%
	LINS32	Average waiting time of applicants rehoused by Choice Based Lettings	32 weeks	33 weeks		33 weeks
	LINS37	Domestic burglaries per 1,000 households	4.32	4.90		6.40
	LINS38	Robberies per 1,000 Population	0.14	0.18		0.24
	LINS39	Vehicle crimes per 1,000 population	2.37	2.85		3.80

Transformation						
Status	Reference	Description	Q3 2016/17			2016/17
			Value	Target	Long Trend	Target
	LITR01	Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre	100.0%	95.0%		95.0%
	LITR02	Percentage of calls answered in 30 seconds at Rushcliffe Community Contact Centre (cumulative)	50.2%	66.0%		66.0%
	LITR03a	Percentage increase in self-serve transactions	-0.17	-		-
	LITR09	Percentage of customer face to face enquiries to RCCC responded to within 10 minutes	76%	85%		85%
	LITR11b	Percentage of telephone enquiries to RCCC resolved at first point of contact	84.4%	75%		75%
	LITR12	Percentage of RBC owned industrial units occupied	99.27%	98%		98%
	LITR12b	Percentage of Customer Access Strategy delivered	54%	-		-
	LITR13	Level of income generated through letting property owned by the Council but not occupied by the Council	£929k	£850k		£1m
	LITR15	Percentage of privately owned industrial units occupied	94.84%	92%		92%
	LITR35	Percentage of Growth Deal money drawn down and allocated	25%	20%		25%
	LITR51	Corporate Sickness - number of days lost to sickness absence	5.42	6.00		8.00

Revenue Monitoring

	Q3 Position - excl recharges			Total Costs				Main Variation Explanation (see also Appendix B)
	Budget YTD £'000	Actual YTD £'000	Total Variation £'000	Budget £'000	Projected Outturn £'000	Total Variation £'000	Variation %	
Communities	533	519	(14)	2,738	2,973	235	9	Reduction in large scale planning applications
Finance and Corporate Services	16,003	16,016	13	3,682	3,574	(108)	(3)	Contingencies not called upon
Neighbourhoods	2,144	2,009	(135)	4,709	4,624	(86)	(2)	Green waste income above target
Transformation	1,674	1,572	(102)	306	276	(30)	(10)	Staffing savings across the services
Net Service Expenditure	20,354	20,116	(238)	11,435	11,446	11	0	
Capital Accounting Adjustments				(1,591)	(1,588)	3	0	
Revenue contribution to capital				158	158	0	0	
Transfer to/(from) Reserves				1,033	1,061	28	0	Revenue overspend £11k, S31 grants £97k, SBRR (£60k), Additional NHB £5k
Total Net Service Expenditure				11,035	11,077	42	0	
Central Government Grant				(1,064)	(1,064)	0		
Localised Business Rates (includes SBRR)				(2,072)	(2,012)	60		SBRR income less than budgeted for
Collection Fund Surplus				(79)	(79)	0		
Council Tax Income				(5,753)	(5,753)	0		
Specific Grants (including NHB)				(2,067)	(2,169)	(102)		S31 grants (New Burdens £27k, Transition Grant £34k, IER £20k)
Council Tax Freeze Grant				0	0	0		
Total Funding				(11,035)	(11,077)	(42)	0	
Gross Budget Deficit				(0)	(0)	0	(0)	

Capital Monitoring

CAPITAL PROGRAMME MONITORING - DECEMBER 2016			
EXPENDITURE SUMMARY	Current Budget £000	Projected Actual £000	Projected Variance £000
Transformation	11,034	4,271	(6,763)
Neighbourhoods	1,889	901	(988)
Communities	327	257	(70)
Finance & Corporate Services	14,560	13,070	(1,490)
Contingency	240	0	(240)
	28,050	18,499	(9,551)
FINANCING ANALYSIS			
Capital Receipts	(4,903)	(2,762)	2,141
Government Grants	(4,746)	(1,648)	3,098
Other Grants/Contributions	(2,293)	(1,321)	972
Use of Reserves	(2,527)	(1,127)	1,400
Internal Borrowing	(13,581)	(11,641)	1,940
	(28,050)	(18,499)	9,551
NET EXPENDITURE	-	-	-

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 2016/17 and 2017/18.

2. Recommendation

2.1. It is RECOMMENDED that the Performance Management Board agrees the proposed rolling work programme.

Date of Meeting	Item
7 March 2017	<ul style="list-style-type: none"> • Glendale Golf Annual Report • Streetwise Environmental Ltd Annual Report • Performance Monitoring – Quarter 3 2016/17 • Work Programme
20 June 2017	<ul style="list-style-type: none"> • Annual Report – Carillon Leisure • Performance Monitoring – Quarter 4 2016/17 • Annual Report 2016/17 • Work Programme
26 September 2017	<ul style="list-style-type: none"> • Civil Parking Enforcement Contract Update • Review of Complaints and Ombudsman Letter 2016/17 • Performance Monitoring – Quarter 1 2017/18 • Work Programme
28 November 2017	<ul style="list-style-type: none"> • Parkwood Annual Report • Diversity Annual Report • Performance Monitoring - Quarter 2 2017/18 • Work Programme
6 March 2018	<ul style="list-style-type: none"> • Glendale Golf Annual Report • Streetwise Environmental Ltd Annual Report • Performance Monitoring - Quarter 3 2017/18 • Work Programme

3. Implications

3.1. Finance

No direct financial implications arise from the proposed work programme.

3.2. Legal

There are no direct legal implications arising from the proposed work programme.

3.3. Corporate Priorities

Items included in the work programme assist the Council to meet its Corporate Priorities.

3.4. 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