

**NOTES
OF THE MEETING OF THE
PERFORMANCE MANAGEMENT BOARD
TUESDAY 7 MARCH 2017**

Held at 7.00 pm in the Council Chamber, Rushcliffe Arena, Rugby Road, West
Bridgford

PRESENT:

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

ALSO IN ATTENDANCE:

T Brooke	Managing Director, Glendale Golf
E Neary	Business Development Manager, Streetwise Environmental Ltd
J Scott-Lee	Managing Director, Streetwise Environmental Ltd
S Williams	Centre Manager, Glendale Golf

OFFICERS PRESENT:

D Burch	Service Manager – Neighbourhoods
N Carter	Service Manager – Finance and Corporate Services
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
A Goodman	Constitutional Services Officer
K Marriott	Executive Manager - Operations and Transformation

APOLOGIES FOR ABSENCE:

Councillor Mrs C E M Jeffreys

22. Declarations of Interest

There were none declared.

23. Notes of the Previous Meeting

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

Edwalton Golf Courses Contract Interim Update – The Board requested an action in respect of addressing the issues of dog fouling and people wandering across the courses. Councillors felt that the signage needed to be improved and additional dog bins should be provided.

Action the Service Manager - Finance and Corporate Services to investigate ways to address the issues of dog fouling and people wandering across the courses

24. **Glendale Golf Ltd/Edwalton Golf Course Contract Annual Review**

The Board considered the report of the Executive Manager - Finance and Corporate Services that outlined the performance of Glendale Golf's delivery of the contract over the previous year. The Service Manager - Finance and Corporate Services explained that 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. Subsequently the contract had been renegotiated and extended until December 2025. The Board had been monitoring the performance of the contract throughout the year and had considered updates at the meetings on 22 June and 29 November 2016. He informed Councillors that random inspections had been carried out and was pleased to report that the results showed a great improvement and the direction of travel was positive. He reported that a considerable amount of work and capital investment had been undertaken by both the Council and Glendale Golf. As a result the figures had improved and consequently, if Councillors were satisfied, there was no longer a requirement for the Board to receive regular updates. Therefore it was proposed that the scrutiny of the Glendale Golf contact should revert to annual reviews.

The Service Manager - Finance and Corporate Services acknowledged that there was an issue with dogs and people wandering across the courses and that officers were already investigating ways to address this, including improving signage.

Mr Brooke, Managing Director Glendale Golf, gave a presentation to the Board on Glendale Golf's delivery of the contract over the previous year. He informed Councillors that the new contract agreed in 2016 had been extended to 2025. The rent payable to the Council had been reduced from £100,000 to £25,000 per annum to ensure the contract was more financially viable. Glendale Golf had introduced a capital investment programme of £50,000 for 2016/17 for works to both the courses and the premises. There had also been investment in staffing over the last year with the addition of a Head Green Keeper, Centre Manager and PGA Coach, Admin and Events officer, and Golf Services Supervisor/Trainee Golf Coach.

Mr Brooke reported that for the first time in more than a decade figures produced by Sport England for 2016 suggested that the decline in golf has halted with participation levels had stabilised. There had been a growth in market of new types of golf participation including Top Golf and adventure Golf. Nationally there had been a 7% decline in participation on the previous year for the first quarter of 2016 and a 21% decline in the second quarter, due to bad weather. However the usage figures for quarter 4 had shown an increase of 15% and there had been a positive start to 2017 which had been reflected at Edwalton Gold Course.

The usage figures for Edwalton showed a considerable decline for 2016, with total golf rounds played down 39% on the previous year. The volume of member rounds was down by 31%, the pay and play was down by 40% and the footgolf was down by 29%. The volume of functions and events had also declined by 30% and the practice range and lessons usage had declined by 20%. In comparison the usage figures across the Glendale Golf sites had shown a regional split with a 7% increase in the south region and a 22%

decline in the north region. Mr Brooke explained that the potential causes for the decline at Edwalton were poor product quality and site management, and bad weather in the first half of 2016. Local competition from many other courses in the area had also affected usage, along with uncertainty surrounding the future of the site management and rumours of housing development. However, Mr Brooke was confident that positive steps had now been taken to address these issues and there would be any improvement in figure for 2017.

Mr Brooke was pleased to report that the investment programme would be completed by the end of March 2017. Improvements to the Practice Range and bar and restaurant area had been already completed and the works to the winter tees and toilets and changing rooms would be completed by the end of March. The improvements included; new meeting room furniture, a new buggy pen, irrigation tank repairs, refurbishment of the entrance hall, upgrades to the golf coaching studio and the addition of a movie lounge. It was hoped the movie lounge would encourage the local community to use the facilities and that families could watch a film and have a meal.

Mr Brooke explained that Glendale Golf had a range of memberships that were designed to be flexible and suit all playing habits, lifestyles and affordability. These included Loyaltee, Your Way, Pay and Play and one or twelve month contracts. He outlined the measures Glendale had introduced and how they would be working to increase usage between 2017 and 2025. These included an improved management and team, creating a vibrant and energetic culture to encourage community use, improved product quality throughout, flexible memberships, promoting accessibility by linking in with leisure centres and local sports groups. There would also be any increased focus on Beginner and Family Golf and community use for events, private functions, casual dining and the movie lounge. There would also be a focus on sales marketing exercises via email, web, social media, community outreach and local business links.

The Chairman thanked Mr Brooke for his honest presentation. He reported that he had visited the club house recently and could confirm that the facilities were significantly improved. The building was now clean and welcoming, and that the staff were positive. He also confirmed that he had been receiving regular advertising emails, however there was still further work to be done to encourage more community use. Over the last two years the Performance Management Board had been brutal in its criticism of both the Council and Glendale Golf as part of its scrutiny of the contract. However He was delighted with the improvement and that the Council had invested money into the facilities. He commented that the wooden rails at the entrance need replacing as they are rotten and unsafe and that the outside furniture needed cleaning. The Service Manager - Finance and Corporate Services confirmed that officers were already addressing the issue with the wooden rails and that quotes for the work had been received

In response to questions in relation to the closure of the Ladies Committee due to lack of numbers, Mr Williams confirmed that despite advertising, promotions and Facebook campaigns it was proving difficult to attract female golfers at the current time. Mr Williams explained that the new monthly payment scheme had only been launched for a week, so it was too early to tell how it would be

received, however initial feedback had been positive. He confirmed that members of the 12 month loyalty scheme could use their membership to play at any Glendale course.

In response to questions about the lack of publicity in the north of the Borough, Mr Williams confirmed that Glendale Golf had carried out promotion sessions at Bingham Leisure Centre and would continue to regularly promote Edwalton Golf Course through all the leisure centres in the Borough. Mr Brooke accepted that although previously Glendale Golf had not been visible in the community he was confident that this had been addressed. Mr Brooke explained that realistically Glendale were looking for an increase of at least 20% as an indication that the business had turned around and that progress had been made.

Mr Brooke agreed that Glendale need to be better connected with the new Rushcliffe Arena and make use of the opportunity to engage with its membership. When the Arena reopened in January it was not the optimum time to recruit new members to the golf course and that it was important to get the product right first. Also there had been an unbelievably high take up of membership at the Arena and staff were too busy to promote the golf course. Although it was not viable to offer free three month memberships to encourage take up, Glendale would be working closely with Parkwood to promote the facilities in the community. Mr Brooke confirmed that the company had central and local marketing budgets. Councillors felt that there should be a marketing shop in the reception of the Arena and that leaflets should be delivered to the new housing developments in the area. Although Glendale could not have access to Parkwood's membership data for marketing, they could tag advertising messages on to their emails.

Mr Williams confirmed that Glendale Golf worked extensively with Edwalton Primary School and held sessions in half term and school holidays.

On behalf on the Board, the Chairman thanked Mr Brooke and Mr Williams for attending the meeting and congratulated them on the improvement.

It was AGREED that the Performance Management Board;

- a) had considered the performance of Glendale Golf's delivery of the contract over the past year; and
- b) endorse the positive improvements and request that future reports be provided annually.

25. **Review of Streetwise Environmental Ltd for 2016/17**

The Board considered the report of the Executive Manager – Neighbourhoods that outlined the performance of the partnership with Streetwise Environmental Ltd who delivered the Council's street cleansing and grounds maintenance functions. The Service Manager – Neighbourhoods explained that 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. Following approval by Cabinet in December 2013, Streetwise Environmental Ltd was

formed as a new company limited by guarantee and wholly owned by the Council. 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. Importantly the existing functions delivered by the 'in house' Streetwise team, including street cleansing and grounds maintenance were detailed in an operational 'prime contract', which was designed to ensure clear and consistent continuity of service by the company during the initial five year period of the contract. In addition to promoting and developing a strong partnership approach with the Council the Streetwise were 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.

Mr Scott-Lee, Managing Director and Miss Neary, Business Development Manager, Streetwise Environmental Ltd gave a presentation to the Board on the performance of the key services over the last year and the Company's future plans and initiatives.

Mr Scott-Lee informed Councillors that "Streetwise ensures that the Prime Contract for Rushcliffe Borough Council and Parish Councils is at the heart of everything we do. Our primary focus is to always deliver the needs of our prime contract without compromising the service and delivery we offer." He explained that the governance of the Company consisted of a small board of directors, comprising the Managing Director, Operational Director, Council's Chief Executive, Service Manager - Finance and Commercial and an independent accountant. This Operational Board reported to a separate overarching Strategic Board that comprised of four Council Members. Mr Scott-Lee explained the organisational structure of the company and highlighted the links through the structure.

Miss Neary highlighted the services that Streetwise now provided which included arboricultural services, landscaping and design, playground services, cleaning and facilities management. In addition the Company were able to provide specialist services for weed Control, cleaning up after special events, graffiti removal, snow removal and gritting, flooding, land drainage and elections. Streetwise were continuing to train and develop the skills of the operatives to increase the range of the services that they could offer. Miss Neary outlined some of the achievements over the last 12 months that included; further flexible working hours to meet the demands of the business, developed confidence in a variety of works, improved marketing techniques and developed website, improved leaflets, Twitter and Facebook, achieved progression to qualifying for PQQ stages and ITT stages of tenders, developed relationships with clients further to win tenders and received the APSE Award for Best Employment and Equality Initiative. She explained that Streetwise were looking to engage with new clients in the future including; housing associations, housing trusts, hospitals and care homes, other local authorities, management contractors, universities and schools, solar panel cleaning and grounds maintenance.

Mr Scott-Lee outlined the key facts in respect of the prime contract with the Council. He reported that Streetwise maintained 8 million square metres of open space annually, clean and maintain 800 kilometres of roads and cleaned 6 tonnes of detritus daily using mechanical sweepers. They collected 1400 tonnes of rubbish annually from litter bins, fly tips and street litter, maintained and carried out full playground ROSPA inspections on a variety of play parks including 2 Flagship parks of West Bridgford and Rushcliffe Country Park. They provided emergency services in the form of tree works, drainage, sand bags, and gritting. Streetwise also serviced 55 Parish Councils' grounds maintenance, playground ROSPA inspections, mechanical sweeping, Christmas tree lights and provided support at local events.

Mr Scott-Lee was pleased to inform the Board that Streetwise had achieved all the key performance indicators for the prime contract over the last year. There had been significant investment in training and development to gain the necessary qualifications for the operatives to work on building sites and to carry out tree works and weed spraying. Future initiatives included working in Partnership with neighbouring local authorities regarding Risk Assessments and Method Statements, obtaining recognised qualifications in landscaping, bricklaying, electrical and plumbing. Mr Scott-Lee explained that front line employees were the Streetwise Brand so they needed to ensure they were hiring the right team at interview stage to maximise the most from the training offered.

Miss Neary outlined the social values and initiatives that Streetwise provided including; the APSE Award for Best Employment and Equality Initiative, Landscape and Horticulturist Graduate Training Scheme, Ordinary people doing extraordinary things, Identifying areas of land for regeneration to make it a fabulous place for the community, MHT Placements, Space Inclusive project for 18-35 year olds with learning difficulties , providing Christmas Tree lights in Tudor Square, provision of black bin bags and collect and disposal of rubbish for the Great British Spring Clean Initiative.

Miss Neary outlined the expansion and growth plans for the next year that included; refining existing tender portals to select the most appropriate market sectors and geographical areas, revisiting existing customers and clients to ascertain if there were any other market sectors we can upsell into, developing new professional relationships through networking including Women in Business, re-establish Breakfast Meetings for existing and new potential clients, use existing partners to introduce Streetwise to new potential clients and customers, develop new scheduling systems to maximise opportunities and be more commercial in our delivery. Mr Scott-Lee concluded the presentation by sharing some of the many compliments that Streetwise received about its staff and services.

The Chairman thanked Mr Scott-Lee and Miss Neary for their presentation and commended Streetwise Environmental Ltd on their social values and work in the community.

In response to questions, Mr Scott-Lee explained that graffiti removal on BT boxes in public areas was included within the prime contract with the Council, however there would be a charge if the items were on private land. In respect of fly tipping and whether electrical appliances could be traced by the serial

numbers through guarantee schemes, he explained that these were often removed by the perpetrators, along with any scrap metal that could be sold.

Mr Scott-Lee explained that litter picking on the A52 trunk road remained an issue, as despite requesting a schedule, Highways England still did not inform Streetwise when grass cutting was taking place. Litter picking needed to be carried out at the same time as the road was closed off for grass cutting due to safety reasons, as an additional closure was unviable.

Councillors felt that Streetwise were operating in a more professional manner and that the new vehicles were making a difference. However there was some inconsistency in the frequency of bin emptying and although it was recognised that this was due to Streetwise providing additional collections, the public perception could be that collections had been missed, when this was not the case.

In response to questions Mr Scott-Lee explained that currently Streetwise had between 55 to 58 operatives and varied depending on seasonal demand. It was anticipated that as the company expanded this would rise to between 150 and 200 over the next two years. In respect of mechanical road sweeping in areas of West Bridgford where there were constantly parked cars, he explained that it was a difficult issue and that options, including notifying residents by leafleting to move their vehicles, were being considered.

Mr Scott-Lee agreed that subject to there being sufficient demand, a service offering washing of wheeled bins to residents could be viable. The Service Manager – Neighbourhoods explained that this would require a recycled water system as dirty water and debris could not be disposed of into gutters, although it was recognised that some other companies did.

Mr Scott-Lee confirmed that Streetwise sub contracted staff to carry out work on their behalf. All subcontractors were Streetwise branded and were required to meet the same standard as employees, to protect the company's reputation. In respect of bags of commercial waste being left outside business which could be perceived to be the Council's responsibility, Mr Scott-Lee confirmed that this was often the case and that they were working with businesses to address the issue.

Councillors were pleased that the employee sickness and accident figures were low. Mr Scott-Lee informed the Board that Streetwise worked with the Council's HR department and had independent advice in respect of health and safety. Educating staff was key to preventing accidents, however he was nervous that as the Company expanded the figures could increase.

Councillors felt that additional dog bins were required in some areas of West Bridgford, as although existing bins were empty regularly, the demand was such that they were filled quickly. This could lead to complaints from the public as the perception was that they were not being emptied. The Service Manager – Neighbourhoods explained that there was extra provision in the budget to provide some additional bins.

It was AGREED that the Performance Management Board had considered the performance of Streetwise Environmental Ltd for 2016/17.

26. Performance Monitoring Quarter 3 – 2016/17

The Board considered the report of the Executive Manager - Transformation and Operations that provided details of the Council's performance against the tasks in the Corporate Strategy 2016-20 and the basket of performance indicators, to the end of December 2016. The Performance, Reputation and Constitutional Services Manager informed Councillors that the report contained one performance highlight and two exceptions. She highlighted that the annual target for performance indicator LINS24 Number of affordable homes delivered had already been exceeded by 14, as 46 homes had been completed. The two exceptions were; LIFCS04 Number of users of paid council car parks, which was currently under target by over 25,000 users and LIFCS43 Percentage of Community Support Grant allocation spent, which was just over 35% compared to the target of 40%.

In response to questions the Performance, Reputation and Constitutional Services Manager explained that the increase in parking fees at the paid council car parks had not been primarily introduced to discourage car travel. The decrease in number of users had been due to the increase in charges, however it was hoped that the introduction of half hourly rates would address the decline.

The Executive Manager - Operations and Transformation explained that under Strategic Task ST1620, the publishing of the West Bridgford Commissioners' Report had not been completed by December 2016 due to delays in recruiting the appropriate Commissioners.

Action the Executive Manager - Operations and Transformation to inform the Board of the timescales for the publication of the West Bridgford Commissioners' Report

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

27. Work Programme

The Board considered the report of the Executive Manager – Finance and Corporate Services that set out details of the proposed work programme for the municipal year 2017/18.

The Board AGREED the Work Programme as set out below

Date of Meeting	Item
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

Date of Meeting	Item
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

The meeting closed at 9.00 pm.

Action Sheet
Performance Management Board - Tuesday 7 March 2017

Minute Number	Actions	Officer Responsible
23 Notes of the Previous Meeting	Investigate ways to address the issues of dog fouling and people wandering across the courses	Service Manager - Finance and Corporate Services
24 Glendale Golf Ltd/Edwalton Golf Course Contract Annual Review	None	
25 Review of Streetwise Environmental Ltd for 2016/17	None	
26 Performance Monitoring Quarter 3 – 2016/17	Inform the Board of the timescales for the publication of the West Bridgford Commissioners' Report	Executive Manager - Operations and Transformation
27 Work Programme	None	