



**MINUTES**  
**OF THE MEETING OF THE**  
**PERFORMANCE MANAGEMENT BOARD**  
**TUESDAY, 6 MARCH 2018**

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

**PRESENT:**

Councillors G Wheeler (Chairman), H Chewings (Vice-Chairman),  
Mrs C Jeffreys, N Lawrence, Mrs M Males, S Matthews, A Phillips, L Plant  
and J Thurman

**OFFICERS IN ATTENDANCE:**

D Burch	Service Manager - Neighbourhoods
C Caven-Atack	Performance, Reputation and
	Constitutional Services Manager
M Elliott	Constitutional Services Team Leader
K Marriott	Executive Manager - Transformation
	and Operations

**ALSO IN ATTENDANCE**

D Burch	Service Manager – Neighbourhoods
T Brooke	Managing Director, Glendale Golf
E Neary	Business Development Manager,
	Streetwise Environmental Ltd
J Scott-Lee	Managing Director, Streetwise
	Environmental Ltd

**APOLOGIES:**

Councillors S Bailey

**18 Declarations of Interest**

There were no declarations of interest.

**19 Minutes of the Meeting held on 7 November 2017**

The Minutes of the meeting held on Tuesday 7 November 2017 were accepted as a true record.

**20 Glendale Golf Annual Update**

The Service Manager – Neighbourhoods presented the report of the Executive Manager – Neighbourhoods to provide information and performance data for the contract year January 2017 - December 2017 with regard to the delivery of the Council's contract with Glendale Golf Ltd to manage the Edwalton Golf Centre.

The Service Manager - Neighbourhoods advised that during 2017, there had been a 35% increase in usage on the main course and a 17% increase in overall usage at the golf course. It was also noted that while usage remained very marginally below target by around 0.2%, there had been a national downturn in golf participation of 11% in 2017 that demonstrated the positive outcome Glendale Golf had achieved in the last year. The Service Manager advised that room hire bookings, including regular weekly slots, were also increasing which was positive to see. A detailed performance analysis on the contract was attached as an appendix to the officer's report.

Tom Brooke, Managing Director of Glendale Golf and Simon Williams, Centre Manager at Edwalton attended the meeting and provided a presentation on the performance of the Edwalton Golf Centre during 2017. The presentation covered:

- Strategic objectives 2017 – 2025 for the golf centre
- Information on investment in the centre's facilities
- Room hire and regular bookings
- Usage figures for 2017
- Information on marketing and social media activities
- Community outreach and engagement activities
- Membership statistics and partnership working with Edwalton Golf Club

Councillor Mrs Jeffreys asked about the possibility of wedding fairs being held at the golf centre. The Centre Manager advised that this was an area of potential business that was being looked at for the future. The Centre Manager also advised that they were proactive in looking for customers who would make regular room bookings at the centre and noted that they had already received bookings for three wedding receptions for later in the year

The Chairman asked about the club committee and the relationship between Edwalton Golf Club and Glendale Golf. The Managing Director advised that Glendale worked previously in partnership with the Club and had assisted them in areas such as IT, but that the on-going relationship between Glendale and Edwalton Golf Club had been difficult. It was noted that Glendale had had difficulties engaging with the club and getting them to engage with the wider community in order to increase participation. It has therefore been agreed that Glendale would take over the running of the club which would hopefully change perceptions of the club and encourage a greater feeling of engagement and hopefully look to increase numbers. The Chairman noted that he would be interested in attending an Edwalton Golf Club Committee Meeting as an observer, the Executive Manager – Business Transformation and Operations advised that this would be looked into as a possibility.

Members of the committee noted with satisfaction the positive performance of Glendale Golf and the great improvements that had been made over the last year. Members agreed that the performance of the Golf Centre was looking far more positive than it had done a year previously and welcomed the increased usage of both the course and off the facilities and the investment that had been made in these, as well as Glendale's activities to engage with the community and increase participation.

Councillor Plant asked with regard to paragraph 5.1 of the officer's report about the Council accepting a proposal by Glendale to establish a community interest company who would operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd. The Managing Director advised that Lex Leisure were a community interest company whose operation of the golf centre would provide further benefits to the company's financial position whilst also supporting the promotion of golfing activities to different community groups. It was also noted that the arrangement with Lex Leisure would provide VAT efficiencies for Glendale which would help them move closer to a breakeven point on their contract with the Council. The Service Manager advised that Glendale's arrangement with Lex Leisure would not change their contract with the Council and all public facing activities would still be branded as Glendale Golf.

The Chairman and members of the committee expressed disappointment that the discussions between the Council and Glendale regarding community interest company, as well as the removal of a Rushcliffe Borough Council Councillor on the committee of the Golf Club had not been communicated to the Performance Management Board as well as all other Councillors before.

The Chairman thanked Tom Booke, Managing Director of Glendale Golf and Simon Williams, Centre Manager at Edwalton for attending and answering their questions.

It was **RESOLVED** that:

- a) the report and presentation be noted.
- b) the Executive Manager – Neighbourhoods investigates the possibility of the Chairman attending an Edwalton Golf Club Committee meeting as an observer.
- c) members of the Performance Management Board be provided with further information on the proposal by Glendale to establish a community interest company who would operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd.

## 21 **Streetwise Environmental Ltd Annual Update**

The Service Manager – Neighbourhoods presented the report of the Executive Manager – Neighbourhoods to provide information on the performance and the partnership with Streetwise Environmental Ltd on their delivery the Council's street cleansing and grounds maintenance functions under a prime contract arrangement. It was noted that following its launch in September 2014 Streetwise had continued to perform strongly in all key performance and qualitative performance aspects. A full list of Streetwise's performance against key performance indicators (KPI's) was included as an appendix to the officer's report with particular highlights including:

- The summer bedding display in West Bridgford continuing to provide significant visual benefits in the Town Centre and its popularity with local residents and businesses.
- Efficiently dealing with an overall increase in the number of fly tipping

cases in 2017 and some particularly large and difficult cases involving unauthorised encampments.

The Service Manager advised of a number of areas of performance that the Council had been working on with Streetwise including:

- A review of mechanical sweeping schedules to ensure a sustained focus on detritus cleansing in key locations across the Borough.
- Closer collaboration with Highways England and Amey on trunk road cleansing to allow sharing of lane closures to allow for litter picking to safely take place on trunk roads
- A review of autumn leaf sweeping to ensure an efficient and effective autumn leaf fall cleansing programme for 2018 to ensure residual problem areas were addressed.

John Scott-Lee, Managing Director, and Emily Neary, Business Development Manager, Streetwise Environmental Ltd, attended the meeting to provide presentation to the Board on the performance of Streetwise over the last year and on the Company's future plans and initiatives. The presentation covered:

- Expansion of Services
- Services delivered to RBC
- Key Performance Indicators
- Achievements
- Training and Equipment
- Social Values and Initiatives
- Expansion and Growth, future plans

Councillor Mrs Males noted the excellent service provided by Streetwise and asked about the frequency of road sweeping in the Borough. The Service Manager advised that all roads were currently swept at least twice a year as a minimum standard but that some roads were swept much more frequently. He went on to explain that it was important that Streetwise ensured their resources were appropriately used in the right areas rather than just clean 'clean' roads as they were on a set schedule. Members of the committee welcomed the amount of advertising activity that they had seen for Streetwise and the Managing Director provided further information on advertising and social media campaigns. Councillor Lawrence noted the cleanliness of his ward and advised that he had not received any complaints from residents in the past year regarding street cleaning. The Managing Director noted the high level of expectation with regard to service levels that the Council and residents had and advised that Streetwise always aimed to achieve maximum performance levels and not just to meet minimum levels of performance in order to meet contractual KPI's.

Councillor Plant noted how quickly Streetwise was growing as well as how the cleanliness of streets in the Borough had improved which many residents had commented to her about. Councillor Plant asked about Streetwise's Business Plan and where this would take the company. The Managing Director advised that the company's five year business plan had been approved by the

company's Strategic Board and that it aimed to maximise growth for the company by bidding for, winning and delivering larger contracts.

Councillor Thurman asked about the move of operations from the Abbey Road Depot in West Bridgford to Bingham, how this would affect staff and the opportunities for growth that it would enable. The Executive Manager – Operations and Transformation provided information on the phased transfer of services to Bingham from Abbey Road. The Managing Director emphasised that the move would not negatively affect Streetwise's ability to deliver services across the Borough and that it would also provide opportunities for growth, service efficiencies and smarter ways of working.

The Chairman asked about the contract that was held with Nottinghamshire County Council for weed spraying. The Business Development Manager advised that Streetwise had again been awarded the contract and that weed spraying schedules had been prepared for the year and that information on when weed spraying would happen would be provided to Town and Parish Councils. Councillor Chewings asked with regard to KPI's why there was not a KPI for sickness days and accident reporting. The Managing Director advised that accidents were rare, but those that did happen were reported to the Health and Safety Officer and that there were low levels of days lost to sickness. The Executive Manager advised that the Council could provide Streetwise with benchmarking data for sickness reporting, if required.

The Chairman thanked John Scott-Lee, Managing Director, and Emily Neary, Business Development Manager for attending and answering their questions.

It was **RESOLVED** that:

- a) the report and presentation be noted.
- b) a link to the Streetwise video showing how it worked with partners to offer opportunities to individuals who needed additional support in the workplace be circulated to members of the committee.

## 22 **Performance Monitoring - Quarter 3 2017/18**

The Performance, Reputation and Constitutional Services Manager presented the report of the Executive Manager - Transformation and Operations to provide a summary of the Council's performance for quarter 3 of 2017/18, with regard to the tasks from the Corporate Strategy 2016-20, and the corporate basket of performance indicators.

The Performance, Reputation and Constitutional Services Manager noted two performance highlights:

- **LIFCS14 Value of income generated as a result of the Investment Strategy being activated** – the annual target of £37,100 being achieved with income of £89,300 received up to the end of quarter 3.
- **LINS26 Number of successful homelessness preventions undertaken** – there had been 192 achieved (target for quarter 3 was 172) which had helped to prevent residents becoming homeless.

as well as two exceptions:

- **LIFCS15 Value of savings achieved by the Transformation Strategy against the programme in April 2016** – this was largely due to the higher than anticipated NNDR charge for the Arena.
- **LITR35 Percentage of Growth Deal money drawn down and allocated** – an application had been made to reallocate the remaining £3.25m and support had been made in principle to progress the making of a business case for allocation to Chapel Lane, Bingham and the Fairham Pastures site.

The Performance, Reputation and Constitutional Services Manager also provided a progress update on the exceptions that had been reported for quarters 1 and 2 including:

- **LITR51 – Corporate Sickness** - number of days lost to sickness absence – sickness in quarter 3 had improved, short term sickness was 1.92 days and long term was 3.84 days after the resolution of cases by manual workers at the depot. As a result this indicator was now under target with 5.76 days sickness against a target of 6 days.

Members of the Group welcomed the reduction in the number of working days lost to sickness. Councillor Philips asked whether the figures included days lost to staff being absent due to adverse weather conditions. The Executive Manager - Transformation and Operations advised that due to the Council's flexible working arrangements that allowed staff to log on to the Council networks and work from home, no working days had been lost during the recent adverse weather.

Councillor Chewings asked about LIFCS4 – Percentage of Community Grant allocation spent to date by Councillors, and asked whether it could be considered that any unspent money could be placed in a central fund that could then be used to support other community projects across the Borough. The Executive Manager advised that this option was not in the scheme currently but that it could potentially be considered by the Member Development Group in the future. Councillor Plant noted that it was important that Community Support Grant money was only spent where there was a specific need, and should not be spent where it was not needed, she also noted that Councillors who were also County Councillors had funding from the County Council to spend in their communities.

Members of the Group asked several specific questions about performance indicators, including Council Tax collection rates and received verbal responses. Councillor Mrs Males asked about the performance indicator on work experience placements and the apparent decline in work experience placements at the Council. The Performance, Reputation and Constitutional Services Manager advised that this was a new performance indicator and that data for this had not yet been recorded for a full year, and that moving forward the figures would improve later in the year when the majority of work experience placements had taken place.

It was **RESOLVED** that:

- a) the report be noted.
- b) the Member Development Group consider how unspent Community Support Grant money could potentially be used to support community projects across the Borough.

## 23 **Work Programme**

The Group considered its Work Programme.

The Executive Manager – Transformation and Operations advised that there was a Scrutiny Matrix which could be found on the extranet, and that would be circulated to members of the group, for Councillors to use to suggest potential Work Programme items for the Performance Management Board or one of the other Scrutiny committees.

It was **RESOLVED** that:

- a) the Group's Work Programme, as set out below, be approved.

19 June 2018	Carillion Annual Report Performance Monitoring Quarter 4 2017/18 Performance Monitoring Annual Report Work Programme
25 September 2018	Civil Parking and Enforcement Contracts Review of Complaints Performance Monitoring Quarter 1 2018/19 Planning Enforcement Update Work Programme
27 November 2018	Parkwood Annual Report Diversity Annual Report Environmental Health Enforcement Update Performance Monitoring Quarter 2 2018/19 Work Programme
5 March 2019	Performance Monitoring Quarter 3 2018/19 Glendale Golf Annual Update Streetwise Annual Update Work Programme

- b) the Scrutiny Matrix be circulated to members of the committee.

## ACTION SHEET

Performance Management Board 6 March 2018

Minute No.	Actions	Officer Responsible
20	The Executive Manager – Neighbourhoods investigates the possibility of the Chairman attending an Edwalton Golf Club Committee meeting as an observer.	Executive Manager - Neighbourhoods
20	members of the Performance Management Board be provided with further information on the proposal by Glendale to establish a community interest company who would operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd.	Executive Manager - Neighbourhoods
21	A link to the Streetwise video showing how it worked with partners to offer opportunities to individuals who needed additional support in the workplace be circulated to members of the committee.	Constitutional Services
22	The Member Development Group consider how unspent Community Support Grant money could potentially be used to support community projects across the Borough.	Executive Manager – Finance and Corporate Services Performance, Reputation and Constitutional Services Manager
23	The Scrutiny Matrix be circulated to members of the committee.	Constitutional Services

The meeting closed at 9.00 pm.

CHAIRMAN