

# Performance Management Board

## Chairman's Foreword

This annual report summarises the main work undertaken by this scrutiny group during the year. Effective scrutiny ensures that the Borough Council carries out its decision-making properly, underpinned by thoroughness, challenge, analysis and evaluation and results in quality services.

We have explored the Council's performance against its strategic tasks and key performance indicators. I am confident that our work over the last year has improved Council performance. There have been many areas of strength, balanced against areas where improvement and development are needed. Our work has been rewarding and fulfilling. The role of an 'overseer' and 'surveillance' helps the Council to maintain its high standards and value for money in these current difficult financial times.

Thank you to all my colleagues, especially my Vice Chairman, Councillor Hayley Chewings, for the lively and probing discussions, and for their engagement and support.



**Councillor D G Wheeler**  
Chairman



**Councillor H Chewings**  
Vice Chairman

## **What we are responsible for?**

The main role of Rushcliffe's scrutiny groups is to:

- Develop a work programme which scrutinises the Council's priorities.
- Ensure the Group's work helps implement the Council's plans and policies.
- Review, challenge and question how the policy, plans and services are implemented and recommend to Cabinet and Council improvements to services and their performance.
- Ensure the work contributes towards value for money, continuous improvement and best practice.

The Performance Management Board's remit is to scrutinise performance including:

- Monitoring the Council's overall performance.
- Monitoring performance of specific services and ensuring the Council uses resources effectively.
- Overseeing the handling of complaints.

## **Our work this year**

### **Monitoring services, helping develop policy and consultation before Cabinet**

During this year the Group considered many service areas and issues within its scrutiny role, particularly:

- East Leake Leisure Centre Annual Report
- Glendale Golf/Edwalton Golf Course Contract – Annual Review
- Civil Parking Enforcement Contract Update
- Review of Customer Complaints and Ombudsman Letter 2016/17
- Parkwood Leisure Contract Annual Review
- Equality and Diversity Annual Report 2016/17
- Streetwise Environmental Ltd for 2016/17.

### **Performance Monitoring**

An important aspect of the Board's work is to monitor the Council's performance against its key performance indicators and strategic tasks. As part of the Council's performance management framework, the Board scrutinises performance every quarter. Exceptions and highlights are identified and the Board ensures that appropriate action is taken to bring under-performing tasks and indicators back on track. Some of the issues arising from performance reports discussed this year include:

- Tasks and performance indicators in the Corporate Strategy 2016-20
- Police and crime figures and how they were reported
- The number of fly tipping incidents
- Corporate sickness and how this is reported
- Apprenticeship placements within the Council

- Planning appeals allowed against the Authority's decision
- Councillors' Community Grant Scheme.

### **East Leake Leisure Centre – Carillion Annual Report**

In June 2017, the Board were informed of the new contract management team which sat under the Neighbourhood service and is responsible for overseeing the Council's contracts with other partnerships such as Parkwood Leisure, Nottinghamshire County Council, Broxtowe Borough Council and Carillion.

The Board received a presentation from the Manager at East Leake Leisure Centre outlining the centre's performance and welcomed the positive results, including an increase in gym usage and customer service satisfaction levels continuing to remain high at 93%. Members were pleased to hear about measures undertaken to increase membership including, amendments to timetables, classes targeted at particular age groups, investment in gym equipment, the use of social media to promote services, targeted marketing campaigns to local employers, schools and new housing developments and joint working with other sports partners, all of which had contributed to increased customer usage.

### **Glendale Golf/Edwalton Golf Course Contract – Annual Review**

The Board worked closely in partnership with Glendale Golf throughout the year to support them in improving their performance at Edwalton Golf Course. It was reported that usage remained below target by around 0.2%. It was, however, noted this should be viewed against a national downturn in golf participation of 11% in 2017.

The Managing Director of Glendale Golf provided the Board with 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

Members scrutinised many issues, including publicity and the need for more focused marketing, levels of staffing, the cleanliness of the site, external signage, customer satisfaction levels and the refurbishment of the toilets and function room. Members were provided with details of an action plan that had been devised to address these issues and members were encouraged that a variety of promotional strategies were planned.

Members of the Board were advised that Lex Leisure, an established community interest company had been approached to provide support with the promotion of golfing activities. 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.

Members of the Board were satisfied with the positive performance of Glendale Golf and the improvements that had been made over the last year. Members were pleased with the performance of the Golf Centre and welcomed the increase usage of both the course and the facilities, room bookings, including regular weekly slots, were increasing as well as Glendale's activities to engage with the community to increase participation.

Members of the Board are looking forward to monitoring how Glendale's plans for promoting and managing the golf course during the coming year positively affect the financial performance and customer experience of the Edwalton golf course.

### **Civil Parking Enforcement Contract**

The Board received the progress report on the work of the Civil Parking Enforcement Contract in partnership with Broxtowe Borough Council for 2016/17. Members were advised that changes to tariffs had been introduced in West Bridgford based on customer feedback, with a 'step' tariff being introduced starting at 50p for half an hour's stay. In January 2017, new machines had been installed in West Bridgford and Rushcliffe Country Park to enable the Council to offer a greater choice of payment options and the board noted that this had been positively received by the public. Members were also advised that the changes introduced at Rushcliffe Country Park where a voluntary parking contribution had been changed to a compulsory £1 charge, and in Bingham and Radcliffe on Trent where changes had been introduced to provide some short stay parking, had been received well locally.

Members advised of their support for the revised parking arrangements that had been introduced in Bingham and Radcliffe on Trent where a mixture of short and long stay parking had been implemented. Members did, however, express concern regarding the numerous problems with parking across the Borough, and suggested that the provision for more long stay parking provision is investigated for implementation across the Borough.

Members of the Board are looking forward to reviewing this issue next year and reviewing the longer term effects of the changes to parking arrangements that have been introduced.

### **Review of Customer Feedback 2016/17**

Members were provided with, and analysed, customer feedback data for the Council for 2016/17 and noted with approval that the trend for complaints received by the Council continued to show a positive downward trend. Members were also advised that all complaints received had been responded to within the target response times for complaints. Members welcomed the low number of complaints and noted their approval for the efficient manner in which complaints received were dealt with.

Members of the Board complimented the Performance, Reputation and Constitutional Services Manager and Council officers as a whole for the excellent

work they did for the Council and the community. Members of the Board also requested that compliments received should be included in the Councillors' newsletter, Councillors' Connection, each week.

### **Parkwood Leisure Contract – Annual Review**

The Board were advised that following the closure of Rushcliffe Leisure Centre and the opening of Rushcliffe Arena, the contract with Parkwood had been extended to run until 2025. It was noted that the changes to the contract would provide a £2.4m saving over the lifetime of the contract.

The Board received the Annual Leisure Centre Service Report for 2017, which summarised a broad range of information and performance data and provided a comprehensive review of the effectiveness of the contract that Parkwood Community Leisure Ltd provides across the Council's four sites.

Members noted that the closure of Rushcliffe Leisure Centre and the opening of Rushcliffe Arena had gone smoothly and that the new Arena had been a great success, exceeding all expectations. Members were advised of the various promotional and marketing methods Parkwood used to attract and retain customers, and that the access control systems at the four leisure centres monitored customer attendance so that Parkwood could target specific groups with relevant offers.

Members endorsed the way in which Parkwood was fulfilling its contract with the Council and welcomed the innovative ways it was using to encourage attendance which would impact positively on the health and wellbeing of local residents.

### **Equality Annual Report 2016/17**

The Board received a report setting out the Council's performance against the objectives in the Council's Single Equality Scheme during 2016/17.

The information contained in the report of the Strategic Human Resources Manager compared the demographic information for the Borough, using the latest census information, with that of the workforce. Data on the demographics of the Borough as well as Workforce Equality information were included as appendices to the officer's report. The Strategic Human Resources Manager noted that equality impact assessments are undertaken on key policies and strategies in order to ensure that new policies did not adversely affect residents of the Borough with protected characteristics.

Members noted with concern the lack of diversity within the makeup of employees within the Council but recognised that this was an issue shared with Nottinghamshire County Council. It was noted that as the demographic of the Borough as a whole was predominantly white that this would continue to be a challenge. Members of the Board also commented on the gender pay gap and enquired about the Council's Pay Policy Statement. The Strategic Human Resources Manager advised that the Gender Pay Gap report was ongoing and would be reported to the Performance Management Board when completed. Members are looking forward to reviewing this information when it is available.

## **Review of Streetwise Environmental Ltd for 2017/18**

At its March meeting, the Board received a presentation on the performance of, and the partnership with Streetwise Environmental Ltd on their delivery of the Council's street cleansing and grounds maintenance functions under the prime contract arrangement. The presentation provided information 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 the Council
- Key Performance Indicators
- Achievements
- Training and Equipment
- Social Values and Initiatives
- Expansion and Growth – future plans

Members of the Board welcomed that Streetwise had continued to perform strongly against targets in all key performance and qualitative performance aspects during 2017/18. Members were provided with a comprehensive list of Streetwise's performance against key performance indicators (KPI's) 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.

Members were also provided with information on 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 its appointed contractor 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.

Members noted, with approval, how quickly Streetwise was growing as well as how the cleanliness of streets in the Borough had improved which many residents had commented about. Members were advised of 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.

Members enquired about Streetwise plans for future expansion and were informed that Streetwise had set out a five year business plan which had been approved by the company's Strategic Board and that it aimed to maximise growth by bidding for, winning and delivering larger contracts. Members were also provided with information in respect of the move of operations from Abbey Road Depot to Bingham and were advised that this would be delivered on a phased transfer of services so that the move would not have a negative effect on the ability of Streetwise to provide continuity in services across the Borough.

Members of the Board are looking forward to monitoring performance throughout next year as well as the opportunities for growth and challenges provided by the move of operations from the Abbey Road Depot in West Bridgford to Bingham.

### **Member Panels**

The Group did not establish any Member Panels this year.

### **Call-ins**

The Group did not discuss any call-ins this year.

### **Looking forward to the year ahead**

The Performance Management Board will build on its work over the last year by scrutinising the Council's performance in delivering its priorities for improvement, along with scrutinising key service areas. The new work programme will be outlined at the first meeting of the next financial year.