

**MINUTES  
OF THE MEETING OF THE  
PERFORMANCE MANAGEMENT BOARD  
TUESDAY, 26 JUNE 2018**

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

**PRESENT:**

Councillors N Clarke (Chairman), J Thurman (Vice-Chairman), S Bailey,  
K Beardsall, H Chewings, M Edwards, Mrs C Jeffreys, S Matthews and  
A Phillips

**OFFICERS IN ATTENDANCE:**

D Burch	Service Manager - Neighbourhoods
C Caven-Atack	Performance, Reputation and Constitutional Services Manager
T Coop	Constitutional Services Officer
K Marriott	Executive Manager - Transformation and Operations
B Neath	Manager East Leake Leisure Centre
E Surplice	Senior Facilities Manager - Mitie

**APOLOGIES:**

Councillor L Plant

**1 Declarations of Interest**

There were no declarations of interest.

**2 Minutes of the Meeting held on Tuesday 6 March 2018**

The Minutes of the meeting held on the 6 March 2018 were approved as a true record.

**3 East Leake Leisure Centre Annual Report 2017-18**

The Service Manager – Neighbourhoods presented the report of the Executive Manager – Neighbourhoods to provide information on, and report performance data for the Private Finance Initiative (PFI) contract for East Leake Leisure Centre for the contract year, January to December 2017.

The Service Manager advised that Carillion, who had been managing the contract had entered into administration in January 2018 and that East Leake School Ltd, who operated the PFI contract had worked closely with the administrators throughout this time to ensure that service delivery and staffing remained consistent throughout this period of uncertainty. It was noted that on 4 June 2018, Mitie had been appointed as the new provider to deliver leisure services at East Leake Leisure Centre. Members of the Board were assured by

the Service Manager that services at the Leisure Centre had been “business as usual” whilst the legalities to enable the transfer of the contract had been completed and that there had been no adverse impact on the customer experience during this period. The Service Manager also noted that early monitoring of performance of the contract with Mitie had shown good performance against key performance indicators.

The Manager of East Leake Leisure Centre, Mr Ben Neath and the Senior Facilities Manager – Mitie, Mr Edward Surplice attended the meeting and provided a presentation on the Performance of the Leisure Centre for 2017 and the future delivery of leisure services at East Leake. Mr Neath provided the Board with information on the four key service objectives, as set out in the Leisure Centres service agreement, which were:

- Usage of no less than 180,000 users per annum
- Customer satisfaction rating of 80% (very satisfied/satisfied)
- 70% compliance rate at client inspections
- The provision of a broad range of activities to include children’s holiday activity programmes.

Mr Neath reported that the Leisure Centre was performing well with a steady increase in gym membership and uptake of swimming lessons and advised that average customer satisfaction from monthly returns was 93% from 292 comments. Mr Neath also advised that twenty-three Compliance inspections has been carried out during 2017 by the Leisure Contracts Manager, with an average compliance score of 81.3%.

Mr Edward Surplice provided members with an overview of Mitie and the services that they provided and advised that the transfer of the contract had gone smoothly and that the majority of leisure centre staff previously employed by Carillion had had their employment contracts transferred to Mitie on similar terms and conditions. Mr Surplice advised that improvements to the reception area, changing rooms and all weather pitches were being considered, but that there were no plans to re-brand the facilities as Mitie and confirmed that the “Energise – East Leake Leisure Centre” banner would remain in place.

Members of the Board expressed concerns regarding the lack of information on the financial contract as no information had been provided on whether the facility was running at a profit or loss. The Executive Manager – Transformation and Operations advised that the PFI contract was agreed in 2002 to run for a fixed period of 25 years, with the Council making fixed contributions each year. These contributions had been agreed for the full term of the contract, and are non-negotiable, therefore Mitie as the new provider are contracted to provide leisure services at the site on these terms.

Members questioned the appropriateness and scope of the targets under the service agreement and queried whether the targets should be set at a more challenging level. The Service Manager – Neighbourhoods confirmed that each year, the Centre Manager and the Rushcliffe Contract Manager set targets based on the previous year’s usage and confirmed the target for the contract year 2017 had been set at 224,500 users. The Leisure Centre Manager - Mr Neath, responding to concerns that increasing targets for the number of users

could negatively impact on the customer experience, confirmed that the centre was in a good position to increase membership without compromising on service.

Members of the Board expressed concern with the increase in poolside slips and trips being reported at the leisure centre. Mr Neath advised that this had been addressed with the installation of extra non-slip matting on the poolside. Members of the Board asked how the transfer of staff contracts from Carillion to Mitie had been managed. Mr Surplice confirmed that the majority of staff employed by Carillion had transferred employment to Mitie and that existing rates of pay and pension rights had been honoured.

The Chairman and members of the Board thanked Mr Neath and Mr Surplice for attending the meeting and for answering their questions.

It was **RESOLVED** that:

- a) the report be endorsed by members.
- b) the Service Manager – Neighbourhoods provides members of the Board with further information on the financial model of the service contract with Mitie.

#### 4 **Performance Monitoring Quarter 4 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 Monitoring for Quarter 4 2017/18, containing tasks from the Corporate Strategy 2016-2 and the corporate basket of performance indicators.

The Performance, Reputation and Constitutional Services Manager noted 13 performance highlights including:

**LICO42 Processing of planning applications: Major applications dealt with in 13 weeks or agreed period** – this indicator maintained high performance throughout the year achieving 90% at year-end against a target of 60%.

**LIFCS14 Value of income generated as a result of the Investment Strategy being activated** – a highlight in quarter 3, the income of £76,257 being more than twice the target (£37,100).

**LIFCS20 Percentage of Council Tax collected in year** – the collection rate of 99.31% is the council's highest collection rate.

**LIFCS21 Percentage of Non-domestic Rates collected in year** – the collection rate is 99.53%, a high for Rushcliffe.

**LINS24 Number of affordable homes delivered** – there have been 112 affordable homes completed this year, the most delivered in Rushcliffe in a single year.

**LINS25 Number of households living in temporary accommodation** – the number had reduced in the last two quarters enabled by the high number of successful homelessness preventions achieved.

**LINS27a Average length of stay of all households in temporary accommodation** – the average time spent in temporary accommodation had reduced from 12 weeks in 2016/17 to 9 weeks this year.

**LINS29 Number of successful homelessness preventions undertaken** – a highlight in quarter 3, 269 homelessness preventions were achieved ensuring that residents were able to stay in their homes.

**LINS51 Number of leisure centre users – public** – a highlight in quarter 2, the success of the new Arena has had a positive impact on the number of leisure centre users.

**LITR01 Percentage of users satisfied with the service received from the Rushcliffe Community Contact Centre**

**LITR09 Percentage of customer face to face enquiries to RCCC responded to within 10 minutes** – the performance target had been achieved for the first time in three years.

**LITR11b Percentage of telephone enquiries to RCCC resolved at first point of contact** – the percentage of enquiries resolved by the Customer Services Centre had risen to 88%.

**LITR51 Corporate Sickness - number of days lost to sickness absence** – this indicator was an exception for the first two quarters; however the resolution of a number of long term sickness cases had enable performance to be turned around in the second half of the year.

As well as three new exceptions:

**LIFCS13 Percentage of Investment Strategy committed** – the Asset Investment Strategy had an extra £5m resource added in September 2017 which therefore reduced the percentage committed.

**LIFCS60 Value to date of savings generated as a result of partnership activities** – no savings have been generated during 2017/18 although there are existing partnership activities (such as IT, Building Control and payroll) that provide both greater service resilience and economies.

**LIFCS61 Number of new initiatives operational resulting from work with Collaboration Partners including Combined Authority and D2N2** – no new initiatives had become operational during 2017/18, although the Trent Bridge Community Trust became operational in April following agreement by Cabinet on 9 January 2018.

The Performance, Reputation and Constitutional Manager also provided a progress update on the exceptions that had been reported for quarters 1 and 3 including:

**LICO46 – Planning appeals allowed against authority's decision –** the number of allowed appeals increased to 12 (two of these had been split decisions but these had been treated as allowed in the calculation), out of 28 appeals overall.

**LIFCS15 Value of savings achieved by the Transformation Strategy against the programme at the end of the financial year –** this had largely been due to the higher than anticipated NNDR charge for the Arena.).

**LIFCS43 – Percentage of Community Support Grant allocation spent to date –** although not hitting the profile target (under by just £4,216.57), it was close to last year's spending total.

**LINS06 Cumulative number of fly tipping cases (against cumulative monthly comparison for last year) –** fly tipping incidents were increasing nationally and a combination of educational campaigns and enforcement through fixed penalty notices or prosecution is aiming to reduce incidents next year.

**LINS32 Average waiting time of applicants rehoused by Choice Based Lettings –** this indicator is no longer an exception, as the current 32 weeks meets the 33 week target. The improvement is a result of a greater availability of property and shorter waiting times.

**LINS37 Domestic burglaries per 1,000 households**

**LINS38 – Robberies per 1,000 population**

**LINS39 – Vehicle crimes per 1,000 population –** the increase in reported crime is reflective of an increase in recording rather than an increase in the incidence of crime in Rushcliffe. To ensure the reporting of crime complies with national standards the Police now convert a higher proportion of incidents to crimes than previously. As a result the targets previously set were not met and once we have a full picture we will amend our performance standard accordingly.

**LITR35 Percentage of Growth Deal money drawn down and allocated –** to date £3m (48%) of the Growth Deal money had been secured, the remainder would be allocated to new projects once confirmation had been provided by D2N2.

**LITR51 – Corporate Sickness - number of days lost to sickness absence –** sickness improved in quarters 3 and 4 after the resolution of cases of long term sickness by manual workers at the depot. As a result this indicator is now under target and no longer an exception.

Members asked about the target for the processing of major planning applications and questioned why the target was set at the modest figure of 60%. The Executive Manager – Transformation and Operations advised that this was a nationally set target figure, however, consideration could be given to increase this locally to provide a more challenging target. Members also asked about the corporate sickness rates and whether the 8 day target was a realistic target for the Council to achieve. The Executive Manager advised that in

previous years this had not been achieved due to a number of long term sickness cases which had been a major contributor to the number of days lost to sickness. It was also noted that the Council's Absence Management Policy provided phased return to work schemes, remote working and work flexibility to help employees return to work. She felt that the target was realistic.

Members considered the Corporate Scorecard and the performance exceptions and requested clarification and further explanation on how these had been reported by, and dealt with by officers. Members also requested further information on the value to date of savings generated as a result of services delivered in partnership and in collaboration with other organisations.

The Performance, Reputation and Constitutional Services Manager noted members' concerns and advised that this information would be presented at the September, 2018 meeting of the Performance Management Board.

Members expressed concern with regard to the increase in fly-tipping cases across the Borough and raised their concerns regarding the cost of cleaning up and the provision of recycling centres. The Executive Manager, Transformation advised that fly-tipping was a national problem with landfill charges increasing year on year. Streetwise held the prime contract for clearing and disposal of fly-tipping at a cost to the Council.

The Executive Manager – Transformation and Operations provided a progress update on the Cotgrave regeneration scheme, advising members that the business centre was completed in May with 6 pre-lets in place and advised that the Multi Service Centre was due to be completed by the beginning of October.

It was **RESOLVED** that:

- a) the report be endorsed.
- b) the Performance, Reputation and Constitutional Manager provides members of the Board with further information on the actions that officers are taking in relation to the exceptions.
- c) the Service Manager – Neighbourhoods provides members with details of the charges Streetwise pass on to the Council for the clearing up of fly-tipping.
- d) the Executive Manager – Communities is asked to consider revising the target for dealing with the processing of major planning applications.
- e) members of the Board be provided with further information on the value to date savings generated as a result of partnership activities at the September, 2018 meeting of the Performance Management Board.

## 5 **Performance Management Board Annual Report 2017/18**

Members of the Board considered the Performance Management Board Annual Report 2017/18.

It was **RESOLVED** that the Performance Management Board Annual report be

approved and submitted to Council for consideration.

## 6 Work Programme

The Board considered its Work Programme for 2018/19.

It was **RESOLVED** that the work programme, as set out below, be approved

25 September 2018	Civil Parking and Enforcement Contracts Planning Enforcement Update Review of Customer Feedback Performance Monitoring – Quarter 1 2018/19 Work Programme
27 November 2018	Parkwood Annual Report Environmental Health Enforcement Update Diversity Annual Report Performance Monitoring – Quarter 2 2018/19 Work Programme
5 March 2018	Glendale Golf Annual Update Streetwise Environmental Ltd Annual Update Performance Monitoring - Quarter 3 2018/19 Work Programme

### Action Sheet

Minute No.	Actions	Officer Responsible
3	The Service Manager – Neighbourhoods provides members of the Board with further information on the financial model of the service contract with Mitie.	Service Manager – Neighbourhoods/Contracts Manager
4	That the Performance, Reputation and Constitutional Manager updates on the actions that officers are taking in relation to performance exceptions.	Performance, Reputation and Constitutional Services Manager
4	The Service Manager – Neighbourhoods provides members with details of the charges Streetwise pass on to the Council for the clearing fly-tipping.	Service Manager – Neighbourhoods

4	The Executive Manager – Communities advises on revising the target for dealing with the processing of major planning applications.	Executive Manager – Communities
4	Members of the Board be provided with further information on the value to date savings generated as a result of partnership activities at the September, 2018 meeting of the Performance Management Board.	Performance, Reputation and Constitutional Services Manager

The meeting closed at 8.56 pm.

CHAIRMAN



Minute No.	Actions	Officer Responsible	Response
3	The Service Manager – Neighbourhoods provides members of the Board with further information on the financial model of the service contract with Mitie.	Service Manager – Neighbourhoods/Contracts Manager	Response emailed to the Board 20 July 2018
4	That the Performance, Reputation and Constitutional Manager updates on the actions that officers are taking in relation to performance exceptions.	Performance, Reputation and Constitutional Services Manager	A more detailed response will be provided in future updates on the actions that officers are taking in relation to performance exceptions.
4	The Service Manager – Neighbourhoods provides members with details of the charges Streetwise pass on to the Council for the clearing fly-tipping.	Service Manager – Neighbourhoods	Response emailed to the Board 13 September 2018.
4	The Executive Manager – Communities advises on revising the target for dealing with the processing of major planning applications.	Executive Manager – Communities	Response emailed to the Board 17 September 2018
4	Members of the Board be provided with further information on the value to date savings generated as a result of partnership activities at the September, 2018 meeting of the Performance Management Board.	Performance, Reputation and Constitutional Services Manager	A verbal response will be provided at the meeting.