

## **Report of the Executive Manager - Neighbourhoods**

### **1. Summary**

- 1.1 The contract for the management of the Edwalton Golf Courses was awarded to Glendale Golf in December 2002 and has been extended on two occasions first in 2012 and then again in 2016, following a significant £50,000 capital investment made by Glendale Golf and £75,000 capital investment made by the Council. The contract now runs until December 2025.
- 1.2 A strategic review of the Edwalton Golf Courses was undertaken late during 2016/early 2017 by the Edwalton Golf Courses Strategic Asset Review Member Group to consider option analysis and financial implications of identified options. The group concluded that Glendale Golf be given the opportunity to realise both theirs and the councils investment in the site until the end of the existing contract.
- 1.3 This report provides Members with a broad range of information and performance data for the contract year January 2017 - December 2017 to allow them to consider the effectiveness of the delivery of this contract by Glendale Golf Ltd. Representatives from Glendale Golf Ltd will be in attendance to provide a presentation and respond to questions.

### **2. Recommendation**

It is RECOMMENDED that members consider and make comments on the performance of Glendale Golf for the contract year 2017 as outlined in the report and the accompanying presentation.

### **3. Reasons for Recommendation**

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

### **4. Supporting Evidence**

- 4.1 A detailed performance analysis is provided at Appendix 1 measured against the strategic objectives set out in the contract. This information will be supplemented at the meeting by a presentation by representatives of the Company.

4.2 Key highlights for the year include a 35% increase in usage on the main course and a 17% increase in overall usage. It is positive to see an improving direction of travel and whilst the overall usage remains very marginally below target by around 0.2%, there has been a national downturn in golf participation of 11% in 2017 which demonstrates the positive outcome Glendale Golf have achieved this year. Room hire is increasing with a couple of regular weekly bookings for fitness classes and crèche and a number of wedding receptions, wakes and parties being booked throughout this last year. Both Glendale and Rushcliffe are keen to promote such use and are working on a joint communications campaign utilising existing channels such as social media and Rushcliffe Reports magazine. Glendale Golf and officers have worked with the club to improve relations and, with the support of Councillors, transfer the club to Glendale.

## **5. Risk and Uncertainties**

5.1 Nationally, golf continues to be fairly static in its popularity following a decline in recent years. As generally fewer people are now playing golf there is an increased risk to income for Glendale Golf and a need to maximise the opportunities the pavilion provides for non-golf activities such as food, room hire, events and parties, as well as the continued promotion of traditional and fun golf activities. In addition the Council have also accepted a proposal by Glendale to establish a community interest company who will operate the Edwalton Golf Courses on behalf of Glendale Golf Ltd which will provide further benefits to the company's financial position whilst also supporting the promotion of golfing activities to different community groups.

## **6. Implications**

### **6.1 Finance**

As previously reported the annual fee paid by Glendale Golf to the Council reduced in 2017 from £78k the previous year to £50k. It will further reduce in 2018, to £21.4k per annum for the remainder of the contract. Over the Medium Term Financial Strategy from 2016/17 this is a reduction in income due to the Council of £106k. This has been offset by Glendale committing £50k of capital investment.

### **6.2 Legal**

A contract variation will be required to enable Glendale Golf to subcontract the delivery of all services to the Community Interest Group referred to in paragraph 5.1.

### **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.

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<b>Background papers Available for Inspection:</b>	None
<b>List of appendices (if any):</b>	1: Progress against strategic objectives

## Appendix 1

### PROGRESS AGAINST STRATEGIC OBJECTIVES

#### **Strategic Objective 1. Customer Satisfaction**

*Success Criteria – 80% of users are satisfied with overall condition of the course, golf professional services, catering services, cleaning services and facilities.*

Glendale Golf undertakes an annual satisfaction survey of their full membership. 2017 has been a challenging year with members of the Edwalton Golf and Social Club not always being supportive of Glendale in the operation of the facility and being rather disparaging about the condition of the course and facilities. In 2017 the results were split between members and pay as you play customers which showed a significant disparity of satisfaction between the two groups.

	2015	2016	2017 Pay and play	2017 Edwalton Golf Club members
Number of responses	17	68	93	
How do you rate the overall quality of the course	72%	62%	72%	34%
How do you rate the value for money of your green fee/membership	72%	68%	80%	44%
How do you rate our customer service	71%	72%	81%	63%
How do you rate our club house catering	60%	64%	75%	64%

Clearly work is required to build the relationship with the club members and this has already started. With the support of Councillors, the club has transferred to Glendale Golf who is starting to improve governance working with the new committee appointed at the AGM in February. The Centre Manager is an invaluable support and asset to the club and the improved functioning of club activities.

In addition, online customer satisfaction emails are generated when customers book on line to gauge satisfaction throughout the year, though take up of this survey is low, limiting the statistical confidence in the data collected. Satisfaction measured via this method 2017 showed 87% satisfaction, from 41 comments.

#### **Strategic Objective 2. Rectification and defaults.**

*Success Criteria 95% of rectification notices resolved in timescales. 100% of default notices resolved within timescales. 0 Failure notices.*

Performance against contract requirements are monitored through monthly site meetings, quarterly strategic meetings and regular unannounced site visits throughout the year. During 2016 issues were identified during inspection and checked for remedy on the next visit. For the 2017 contract year a rectification table was introduced to capture issues more formally. This has been used to monitor whether remedies are achieved within timescales set and has proved useful for both officers and Glendale to monitor compliance.

	2016	2017
Rectifications notices resolved in timescales	Information not captured	80% (8 out of 10)
Default notices	0	0
Failure notices	0	0

To place context to these figures, of the two rectifications that have not been met on time, one was a delay to pruning trees that were causing minor damage to a neighbouring fence. The neighbour was kept informed and was complimentary of the work, despite it being behind the target completion date. The second relates to the implementation of legionella control verification testing, which is subject to a wider company review. Officers are satisfied that legionella risk is being controlled at the site but has recommended that microbiological tests are conducted to verify this.

### **Strategic Objective 3: Develop the use of the facilities.**

*Success criteria 40,000 users per annum. No of new members.*

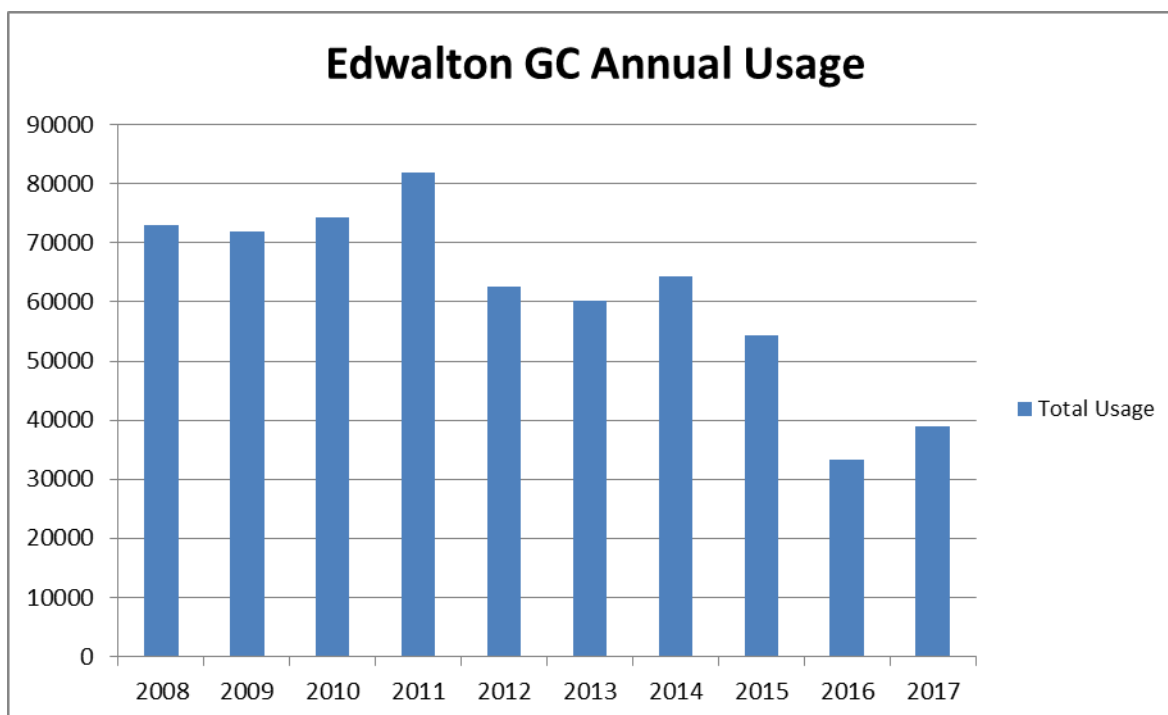
Usage compared to the previous year is as follows (April to December)

	2016	2017
Main Course	7031	10885
Par 3 Course	4858	2449
Main Course - members	5382	5735
Par 3 - members	3323	1470
Footgolf	3716	2583
Lessons	461	398
Range	3328	5640
Matches	439	410
Groups	2139	7198
Parties	2258	1775
Junior events	427	463
<b>Total</b>	<b>33,362</b>	<b>39,006</b>

Whilst performance is marginally below target (-0.2%) the direction of travel is positive. The reduction in use of the Par 3 course and the declining trend for foot golf are contributing factors to the challenges faced by Glendale Golf. The chart below shows the annual usage for the last 10 years and supports, that whilst usage is far below levels experienced in previous years when golf was a more popular sport, 2017 performance is improved on 2016.

It is also prudent to bring to the reader's attention that there has been a national downturn in golf participation for 2017 of 11%, evidence that increasing golf usage is an ever increasing challenge and for Glendale to be so close to their target when the national trend is declining is positive. (source. [www.thegolfbusiness.co.uk](http://www.thegolfbusiness.co.uk))

As at the December 2017 there were 103 members on the books compared with 147 in the previous year.



#### **Strategic Objective 4: Develop Services for Young People**

*Success criteria: 300 juniors attending lessons. 1200 juniors attending social events.*

2017 has continued to offer services for young people with both lessons and events. Summer fun days, with a family Par 3 fun day in June and a summer festival in August proved successful.

After a very successful start to the year with lessons, these experienced a drop in the latter part of the year. A coach has now been appointed who will have the skill and capacity to resurrect the golf academy and work more closely with schools to extend these services.

- Edwalton Primary School attend on Tuesdays and Fridays
- Willow Tree Day Nursery booked twelve sessions over the summer
- Approximately 90 children regularly attend Saturday Coaching.

Links are being established with Nottingham Trent University to become the course of choice for their Golf Society.

	2016	2017
Junior Lessons	316	298
Junior events	427	463

#### **Strategic Objective 5: Use of Information Technology**

*Success criteria: Use of IT to take payments and make bookings. Number of web page hits.*

Users can book a tee time online through the website and in doing so receive a 10% discount. Offers are regularly sent via emails to encourage online bookings. There

is also an online enquiry form for those seeking information or wanting to hire the facilities.

Over the course of 2017, Glendale's use of social media has increased

- Facebook (649 likes, 2781 visits and 4.2 starts out of 5 over 21 reviews)
- Twitter (1442 followers)
- Advertising junior golf on Net mums.

The centre manager is also now responding to trip advisor reviews. (rated 3 /5 over 12 reviews)

### **Strategic Objective 6: Partnership working**

*Success criteria: Work with the Golf Club to maintain membership and participation  
Number of club members, meetings attended with club, annual calendar of club competitions.*

	2016	2017
Club members	147	103
Club competitions	52	52

Relationships with the Edwalton Golf and Social Club have been strained at times during 2017 but the Golf Centre Manager has continued to attend monthly committee meetings and the competition calendar was published by March 2017 and honoured throughout the year. As previously reported, with the support of Councillors, the club has been transferred to Glendale Golf. The centre manager is already working to improve governance and club activities with the new committee elected at the February AGM

Other partnerships include

- Reciprocal advertising of services with Rushcliffe Parkwood Leisure Centres
- Early work with Nottingham Trent University Golf Society

### **Strategic Objective 7: Marketing**

*Success criteria: Produce corporate and local marketing plan prior to 31 March each year.*

Glendale did produce and share their marketing plan as required which had a range of offers and promotions. Some key highlights for 2017 have included:

- Winter breakfast coffee and bap for £3.50
- 20% of winter green fees booked on line
- Facebook competition for free golf day for 4 (reached 7, 400 people)
- Facebook offer: Free golf lessons in May for children (reached 1142 people with 30 engaging)
- New fun course launch and family fun day in July

- Attendance at Lark in the Park in August
- Weekend passes, play all weekend for set fees, throughout September
- Continue to use facebook, email, twitter to advertise membership, events and room hire.

### **Strategic Objective 8: Health and Safety**

*Success criteria: Provided for as per contract performance standards; trained competent staff; first aid; COSHH; legionella; accidents.*

For the first time in 2017, quarterly health and safety audits have been introduced. Two audits were undertaken in August and November by the Contracts, Performance and Projects Officer. These audits cover all aspects of health and safety and are rated out of five. At both audits Glendale Golf scored 3/5. Officers are working with the Centre Manager to improve this score over the coming months.

Accident data is reviewed at each monthly meeting between the centre manager and the Contracts, Performance and Projects Officer. It is pleasing to be able to report that there have been no accidents in 2017. This is an improvement on 2016 where two were reported.

### **Strategic Objective 9: Environmental**

*Success criteria: reporting on minimum required performance standards as per contract focusing on energy, water, pesticide use etc*

Nothing to report

### **Strategic Objective 10: Overall condition of the Golf Course**

*Success criteria: 80% on compliance inspections across contract delivery, building maintenance, cleanliness, catering. 4\* rating for environmental health inspections.*

The Contracts, Performance and Projects Officer undertake monthly spot checks of the centre to assess compliance with contract delivery and scores compliance across the following categories:

- First impressions
- Cleanliness and housekeeping
- Repair and maintenance
- Staff
- Environment

Once a quarter, the centre will also be scored on Safe Systems and Safeguarding following the quarterly audits referred to in Strategic Objective 8.

In 2017, 13 inspections were undertaken, including two quarterly audits. The average score was 78%