

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 9 APRIL 2019

Title	2018/19 QUARTER 3 PERFORMANCE MANAGEMENT REPORT
Key Decision	<p>a) Financial No</p> <p>b) Community No</p>
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Purpose of report	The report provides members of Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 3 (Q3) (October-December 2018).
Reason for Decision	The report is provided for members to effectively monitor the performance of the organisation.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2018/19.
Implications	<p>Financial/Staff The report contains summary performance data on staff management and financial information.</p> <p>Risk Management Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register. The Audit and Governance Committee receive a quarterly update on Risk Management.</p> <p>Human Rights No direct implications.</p>

Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2018-2019
Recommendation	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCTOBER TO DECEMBER 2018).

PERFORMANCE SUMMARY FOR QUARTER 3

1 INTRODUCTION

- 1.1 The Planning and Performance Management framework helps the Council-
- Clearly articulate our priorities and desired outcomes
 - Prioritise what gets done within the resources available
 - Provides and demonstrates value for money
 - Provide good services and satisfaction for our local community
 - Improves organisational performance
 - Motivate and manage our staff
- 1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system' where this is not the case. To do this, we need to be intelligence focused and take action in response to actual performance to make outcomes better than they would otherwise be.
- 1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.
- 1.4 At a strategic level, Members and the Corporate Leadership Team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and priorities so that delivery can be monitored against the priorities in our Council Delivery Plan.

- 1.5 At a service level, Heads of Service monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source, e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations.
- 1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.
- 1.7 Performance is monitored against our five Corporate priorities
- Value For Money
 - Home and Communities
 - Building Confidence in Coalville
 - Business and Jobs
 - Green Footprints
- 1.8 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps'; highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

Summary of Performance Quarter 3

- 1.9 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.
- 1.10 An overall summary of the report in quarter 3 across all areas shows that 20 of the 23 progress milestones related to the Council Delivery Plan are on track or green, 2 are under control and 1 is below target.
- 1.11 An overall summary of the performance indicators for quarter 3 shows 30 of the 41 are on track or green, 4 are under control and 7 are below target requiring intervention.
- 1.12 A high level exception report of the Council's performance for Q3 is included in Appendix 1.

2. COUNCIL PRIORITIES

2.1 VALUE FOR MONEY

- 2.1.1 All of the six actions are on track or within tolerance to achieve the milestones set with some good progress on the Customer First Programme and the delivery of the leisure services project.
- 2.1.2 The performance indicators show out of twenty-one indicators, eighteen are on target or within tolerance and three that are falling below target, one is related to leisure income and two are related to Customer Service, an improvement on Q2.
- 2.1.3 Intervention plans for the Leisure Income targets and Customer Service are attached as Appendices A and B.
- 2.1.4 The Customer Experience Strategy was presented to Policy Development Group in September and subsequently approved by Cabinet in November. The strategy has laid

the foundations for transforming the Council's approach to customer service over 2018 - 2021.

- 2.1.5 Work is continuing in the Digital and Customer Service teams to improve the customer experience, as well as beginning to review the corporate complaints process. Our digital work will culminate in a relaunch of the MyAccount platform in Q4, offering a much-improved digital experience.
- 2.1.6 This work is already presenting significant improvements in the contact centre, with customers now experiencing reduced wait times and an increased likelihood of connecting to a Customer Service Advisor. Other work streams will be commencing over Q4, particularly around the corporate customer experience and service standards.
- 2.1.7 The Leisure project remains on target, with the contract start date being 1 May 2019. The three bidders submitted their final tenders on 16 November 2018 and the council's project team have been busy evaluating the qualitative, design and financial aspects in order to secure a preferred bidder.
- 2.1.8 Following the successful recruitment of a permanent Property Services Manager in Q3, the first draft of the asset management strategy for our corporate property asset will be circulated in the final quarter for approval in June 2019. The value for money review of our existing commercial property portfolio has been commissioned for completion in January 2019. An action plan will be developed following analysis of this review and incorporated into the new asset management strategy. The strategy will also outline proposals for the Council offices, which require investment in both the core external fabric and internally, with a detailed project plan for delivery of these improvements to be developed in Q4.
- 2.1.9 With regards to the establishment of a local housing/trading company, a series of discussions took place with other district councils in Leicestershire in quarters 2 and 3, and an outline business case was drawn up regarding creating a jointly funded company. The latter was intended to operate across the county and provide development expertise and project management capacity as well as being able to operate in a more flexible manner, so sites could be taken forward and developed. As only a limited number of districts wished to commit to the project, it is unlikely a critical mass of sites and development activity can be identified which would make setting up such a company worthwhile, although this is yet to be finally confirmed. The focus in quarter 4 will now switch to the establishment of a stock owning local housing company.

2.2 HOMES AND COMMUNITIES

- 2.2.1 All three actions are showing good progress against the milestones, the nine performance indicators are also on target or within tolerance.
- 2.2.2 With the help of a consultant from SLC Rail, the Chief Executive and other officers are liaising with stakeholders, particularly parish councils, to identify negative impacts of the proposals for HS2 and seek to mitigate them. Liaison with HS2 Ltd is continuing for the same purpose. This work recently increased as a result of the publication by HS2 Ltd of their working draft of the Environmental Statement which provides more details of the anticipated temporary and permanent impacts of the route. Extensive comments have been submitted in order to enable HS2 to find ways of minimising the numerous impacts on communities, individuals and businesses. Leicestershire CC, parish councils and many other bodies have also made comments.
- 2.2.3 Work with partners on the East Midlands HS2 Strategic Board is also continuing. This is looking at opportunities to maximise the economic and infrastructure benefits of HS2 for North West Leicestershire including links to the proposed transport hub at Toton, in

particular from East Midlands Airport.

- 2.2.4 Five out of five major residential development schemes that were approved in Quarter 3 scored positively against Building for Life 'good' standard ensuring continued high quality developments in our district.
- 2.2.5 To further enhance our planning enforcement service we have developed our planning enforcement policy. The Policy sets out the Council's commitment to ensuring developers in the District adhere to their planning conditions and requirements as part of their planning approval. The Policy highlights the powers available to the Council to ensure developers are compliant and the processes we will follow.
- 2.2.6 The completion of our remaining Phase 1 Council new build properties at Staley Close and Smedley Close in Ashby De la Zouch took place in Q3. The scheme of four 2 bedroomed bungalows and three 2 bedroomed houses was officially opened on Friday 30 November, and all homes have been let and occupied by the new tenants.
- 2.2.7 Phase 2 of the new build programme is the redevelopment of the former Police Station site in Coalville, with work now well advanced to the properties at the front of the site. The 24 new homes will be handed over in phases from May 2019 onwards.
- 2.2.8 Pre planning discussions regarding the redevelopment of the Cocked Hat site and the adjacent smaller site on Cropston Drive in Greenhill commenced in Q3, and a planning application will be submitted in Q4. Pricing negotiations with our construction contractor Robert Woodhead can now commence as the site design is confirmed. Further feasibility investigations into a number of other sites across the district continue to be progressed, including Thringstone, Measham, Whitwick, Ibstock, and Moira.
- 2.2.9 Our overall performance regarding the delivery of new affordable homes has exceeded our annual target of 100 new homes, with 111 already delivered by the end of Q3. A planning application has now been submitted for the new extra care housing scheme being developed by emh housing on the Holywell Spring Farm site in Ashby de la Zouch. This scheme is due to provide 45 rented and 20 shared ownership new apartments for older people.
- 2.2.10 Rent arrears collection performance unexpectedly fell below target for the last week of Q3, having been above target for **all** the preceding weeks of the quarter. Rent arrears were 2.33% of the rent due against a target level of 1.75%. In subsequent weeks the performance level returned to the expected position of being ahead of target so our profiling is being reviewed as this appears to have been a one off anomaly. We now have over 300 council tenants in receipt of Universal Credit which is now applicable for all new claimants across the district, and we continue to provide financial advice support to those affected which is helping to minimise the impact on rent arrears levels.
- 2.2.11 Performance in repairing and reletting empty Council homes further improved in Q3, with year to date performance improving from 25 days on average in Q2 to 22 days in Q3 against an annual target of 25 days. This included the performance for December alone being just 9.5 days on average. This reduction further improved our rent loss performance, which was 0.65% year to date in Q3 against a target for the year of 1.1%. Letting empty homes more quickly means we gain extra rental income, and also new tenants can benefit from their new home more promptly.
- 2.2.12 Plans have been well advanced during Q3 for the arrival of our next two families under the Vulnerable Persons Relocation Scheme (formerly the Syrian Vulnerable Persons Relocation Scheme) in March 2019. Properties have been identified and secured and the necessary plans to support the families are being put in place, using the government

grant funding provided for this work. We will be providing homes for a further two families in November 2019.

2.3 BUILDING CONFIDENCE IN COALVILLE

- 2.3.1 All three actions are on target or within tolerance to deliver against the milestones set, three of the four performance indicators are on target or within tolerance. The number of businesses engaged in the shop front grants scheme has fallen short of the Q3 target.
- 2.3.2 An intervention plan for the shop front grants indicator has been developed and is set out in Appendix C.
- 2.3.3 Plans to create a closed Facebook group for business stakeholders for the Marlborough Square project were put on hold in line with the overall project. An e-mail list for Marlborough Square businesses will be shared with the contractor for the work once identified and other methods of communication will be reconsidered to ensure effective engagement continues.
- 2.3.4 Work on the schedule of events for 2019/20 has commenced with contact with potential attractions and businesses. An internal task and finish group has been set up to develop the detail to ensure a varied programme of events are scheduled.
- 2.3.5 Following the mid-point review, the Business Focus Team are actioning the recommendations and preparing to reopen the Coalville Frontages Improvement scheme for applications early in March 2019 and target priority buildings on Marlborough Square. The planned relaunch of the scheme will be presented to Cabinet in March 2019. In the meantime, improvement works have been completed on Newton Fallowell at 1 Belvoir Road, Coalville.
- 2.3.6 Negotiations to purchase the former Litten Tree pub in Marlborough Square for future use as an indoor market were at an advanced stage during Q3, with completion anticipated in Q4.
- 2.3.7 Works to the Memorial Clock Tower in Memorial Square were completed and scaffold removed prior to the successful Armistice commemoration event on 11 November 2018. Re-laying of the concrete steps to the base of the tower will be concluded in Q4, which will mark the completion of works to the tower.

2.4 BUSINESS AND JOBS

- 2.4.1 All five actions are on target or within tolerance to deliver against the milestones, however two of the four performance indicators relating to the impact of enterprising town centres, businesses engaged and businesses supported have fallen short of the Q3 target.
- 2.4.2 An intervention plan for these indicators has been developed and is set out in Appendices D and E.
- 2.4.3 The draft statement of licensing policy and cumulative impact assessment for Ashby de la Zouch was presented at Licensing Committee in November 2018 and recommended for approval by full Council in February 2019.
- 2.4.4 The Business Focus Team has developed an Economic Growth Plan. The Plan sets out ambitions for North West Leicestershire and, how working cooperatively with our partners,

we will continue to develop a thriving and sustainable economy and to play a prominent role in the regional and national economies. As well as being a strategic document, the Economic Growth Plan can also be utilised as a place marketing and inward investment tool as well as a lever to attract funding.

2.4.5 After the success of our 2017 Disability Confident Event, Business Focus have continued to work with Job Centre Plus and Stephenson College to continue to support those furthest from the workplace into employment. 20 North West Leicestershire companies attended our open recruitment event held at Stephenson College. The event was jointly organised by NWLDC, Job Centre Plus and Stephenson College to showcase how companies can benefit from having a more open recruitment policy to enable them to recruit residents who find it hard to access work. Groups which find it hardest to find employment include those with learning difficulties, physical and mental disabilities, ex-offenders, younger and older workers, ex-forces and lone parents. The feedback from attendees was extremely positive.

2.4.6 The Coalville Jobs Fair was held at Stephenson College on 9 October 2018 and showcased over 2000 local jobs. 122 people attended the event, with over 69% residing in the LE67 area. 51% of all attendees were aged between 25 to 49 years but there were also 24% aged under 24 years and 21% over 50 years.

Also in Q3, the Business Focus team worked with Coalville Job Centre Plus to deliver a mini food and drinks sector jobs fair connecting local food and drink employers to job seekers in Coalville.

The Business Focus team are continuing to work with partners to deliver two further jobs fairs in January 2019, a mini care sector jobs fair in Coalville and the East Midlands Airport jobs fair in Castle Donington, with the latter also including employers on Pegasus Business Park.

2.4.7 In Q3 the Business Focus are continuing to work with SEGRO and facilitated the SEGRO Logistics Park Employment & Skills Group. The group helps support the investment and job creation of the current and future occupiers at the SEGRO Park. The development of the first four taken plots is on-track with the first occupier, Kuehne & Nagel, moving in over Easter 2019.

Regular meetings have been held with prospective occupiers Kuehne & Nagel, Shop Direct and XPO to assist with their future recruitment process and the group continues to work with partners such as Job Centre Plus to ensure that the companies receive the necessary assistance to recruit locally. Once fully occupied, the first four businesses occupiers will create 4,000 jobs.

2.5 GREEN FOOTPRINTS

2.5.1 Five of the six actions are on track or within tolerance to achieve the milestones set. One action remaining below target is the replacement of solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).

2.5.2 The performance indicators show out of three indicators, two are on target or within tolerance and one falls below target for Air Source Heat Pumps.

2.5.3 An Intervention plan for the failing action and target is attached as Appendix F.

2.5.4 As part of our commitment to establish a green policy, an invite to tender for consultants to measure the current carbon footprint of our services, closed on Friday 12 January 2019. Two companies have submitted responses to the tender; these will be assessed and if acceptable a contract will be awarded in March 2019. Work is expected to commence in

April 2019 and completed no later than July 2019.

Taking into account the viability and investment costs, the tendering company will be asked to make recommendations on the type of work to be completed. This will be presented to the Corporate Leadership Team for a decision. Once agreed a policy and action plan will be created to deliver the changes, achieving the targets set out in the Climate Change Act 2008 or the UK100 pledge.

- 2.5.5 The Green Grant scheme has been a great success, however the funding for 2018-19 has been exhausted. The Stronger and Safer team look forward to relaunching this in the new financial year.
- 2.5.6 Discussion around how the Council could support Ashby de la Zouch to become a “timber town” has been included in work on a tourism strategy for the district. An initial draft has been produced and, following discussion with partners, will be reported to Cabinet.
- 2.5.7 Following completion of the Bardon clear up and re-opening of the lay by, cameras and the CCTV van have been used to monitor the area.

3. FINANCIAL MANAGEMENT UPDATE

- 3.1 At the end of the third quarter of the financial year the General Fund, Housing Revenue Account and Capital Programme budgets are being managed effectively.
- 3.2 The General Fund surplus outturn is £1.09m compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £789k additional surplus. As part of the annual budget on 27 February 2018, the council committed to transferring the surplus income over expenditure in 2018/19 to the Self-Sufficiency Reserve. The Self-Sufficiency Reserve remains as £2.77m and there has been no expenditure against the reserve since it was created. Work is ongoing as part of the Journey to Self-Sufficiency Programme and implementation of the Commercial Strategy to identify proposals that could potentially utilise this fund for investing in income generating opportunities.
- 3.3 Income in respect of Business Rates is forecast to be £5.05m compared to a budget of £4.86m. Since quarter 2, an additional £150k has been received in relation to a Section 31 grant and the accounting differences, compared to the budget level in the council’s NNDR1 return has reduced to £40k from £96k at the end of quarter 2. The council continues to retain a separate earmarked reserve of £614k as an additional provision against the financial risk of future losses arising from appeals against the 2017 rating list which remain unknown. The Head of Finance continues to monitor the need to utilise this reserve, however the reserve has not been used up to Quarter 3.
- 3.4 There is a forecast of £488k of salary underspends across the General Fund, which has decreased slightly from the £504k reported at quarter 2. Of this amount £115k relates to the phase 1 Senior Management restructure that was approved and implemented in February 2018 and £33k in relation to the Phase 2 restructure which affected a number of corporate support services. Other favourable movements (in addition to those reported in quarter 2) include additional income in relation to investment income (£84k), Revenues Summons (£32k), Grounds Maintenance (£18k) and Environmental Protection (£18k). There has also been a reduction in Net Financing costs of £67k, legal costs for planning of £20k, planned savings in the Recycle More project of £10k and savings in the Revenues and Benefit partnership of £15k.
- 3.5 In addition to the adverse movements reported in quarter 2, there is continued reduction in leisure centre income of an additional £15k, reduction of rental income for the council’s commercial properties of £14k, additional external support costs in the grounds

maintenance team of £35k and site clearance costs incurred by the environmental protection team of £10k.

- 3.6 Coalville Special Expenses forecast outturn remains at £527k net expenditure as per the approved budget. However, the contribution to/from reserves has changed from a contribution to reserves of £13k to a contribution from reserves of £14k, a net effect of £27k. Further information is available in the Finance Update reports to the Coalville Special Expenses Working Party.
- 3.7 The Housing Revenue Account (HRA) surplus is now forecast to be £3.308m by the end of the financial year, compared to £3.084m reported in quarter 2 and a budget figure for the year of £2.946m. The additional £224k surplus since quarter 2 is the net result of a number of movements, including:
- Reduced forecasts of £276k from planned painting work, which can now be entirely funded from earmarked reserves;
 - Unbudgeted ill health retirement costs of £126k;
 - Revised forecast underspend on gas and electricity of £106k;
 - Additional expenditure of £99k on the Housing Assets and Commercial services interim structure; and
 - A £35k increase in forecast interest income.
- 3.8 The General Fund Capital Programme is forecast to be £6.407m. Movements during the quarter include an additional £78k for the replacement fire alarm and door entry system at the council offices and £46k for welfare facilities at the Linden Way Depot of which the cost will be offset by the decision to not proceed with the depot extension.
- 3.9 The HRA Capital Programme outturn is now forecast to be £7.9m, a reduction of £3.0m from quarter 2. This is due to £1.8m of new build expenditure and a £1.1m underspend on the home improvement and non-decency programme being re-profiled and carried forward into 2019/20. These underspends also mean we do not expect to use £0.3m of contingency funding. These underspends are partially offset by bringing forward £950k of expenditure to accelerate completion of the air source heat pump programme.
- 3.10 Details of the major variances for all revenue accounts and the Capital Programme as at Quarter 3 can be found in Appendix 1 - Section 3 of this report.

4. SICKNESS ABSENCE MANAGEMENT UPDATE

- 4.1 In Q3 (2018/19) there were 1178 FTE days lost due to sickness - 135 FTE days more than the previous quarter. This is the equivalent of 2.46 days per full time equivalent (FTE), which is comparable with the same period last year (2.42 FTEs lost). If the rate continues at this level, projecting ahead, the annual absence rate will be 9.45 days lost per FTE against a corporate target of 8.5 days.
- 4.2 Planning and Infrastructure (3.60 days/FTE), Finance (3.45 days/FTE) and Housing (2.99 days/FTE) were the work areas with the highest levels of sickness in this quarter.
- 4.3 High levels of sickness in Planning and Infrastructure is the result of long term sickness. 35% of sickness in Finance was due to instances of cold and flu. 44% of sickness in Housing was due to musculoskeletal reasons.
- 4.4 Across the organisation musculoskeletal accounted for over 22% of all sickness, almost three quarters of it occurring in the waste services (26%), Housing Commercial Services (27%) and Older Persons teams (23%). This was followed by operation/post operation recovery (21% of sickness) and non-work related stress (13.47% of all sickness) as the most common reasons for sickness. As anticipated there has been an increase in cold and flu related sickness from under 4% in Q2 to 11.18% of all sickness in Q3.

4.5 The table below illustrates total sickness as a percentage by reason:

Sickness reason	Percentage of sickness by reason
Asthma - bronchitis – respiratory	7.04%
Back pain - sprain - strain - musculo- skeletal	22.52%
Blood conditions	0.68%
Cancer – malignancy	0.00%
Cold and Flu	11.18%
Debility - fatigue	0.13%
Diabetes	0.00%
Disability Related Illness	0.00%
Ear nose & throat - dental	1.96%
Eye - ophthalmic	0.17%
Gynaecological - obstetric	0.08%
Headache - migraine - neurological	4.12%
Heart - cardiovascular	0.55%
Infectious diseases	0.17%
Operation / Post Op	20.95%
Stomach - bowel - gastric - intestinal	11.01%
Stress - depression - anxiety - psychological (non-work related)	13.47%
Stress - depression - anxiety - psychological (work related)	5.97%

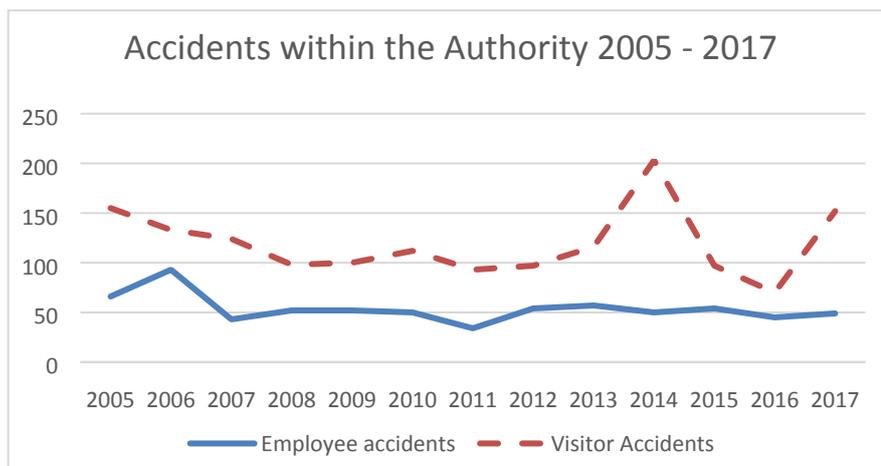
- 4.6 Increased instances of cold and flu have resulted in more short term sickness in this quarter when compared with Q2. 65% of all sickness was long term sickness (10 days or more) and 35% was short term ad-hoc sickness.
- 4.7 Out of the 25 employee on long term sick in Q3, 15 have returned back to work and 4 have either left or are in the process of leaving the organisation through ill-health retirement or resignation. There are currently 10 employees still on long term sickness. The Senior HR Advisors are working with team managers and Occupational Health to manage these employees back to work.
- 4.8 Completion of return to work interview forms across the Council was a rate of 82%, this is a 6% increase on the previous quarter. The return to work interviews are known to be a critical first process in managing sickness, so we have emphasised the need for managers to complete and return these during the past quarter.

5.0 HEALTH AND SAFETY UPDATE

5.1 **Accidents** - there were seven accidents to employees in the quarter, none were RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) reportable. This means there have been a total of eighteen accidents in the year to date compared with thirty-three last year, and thirty-eight and thirty-five in previous years. The majority of accidents have historically occurred in the Waste services team, and there has been a focus on education and training in that area recently to raise awareness. The majority of accidents (seven) were due to slips trips and falls, followed by manual handling accidents (five) and contact with fixed objects (five) and one dog bite. There have been ninety-seven visitor accidents, mainly in the Leisure Centres. Thirty-seven were as a result of slip accidents.

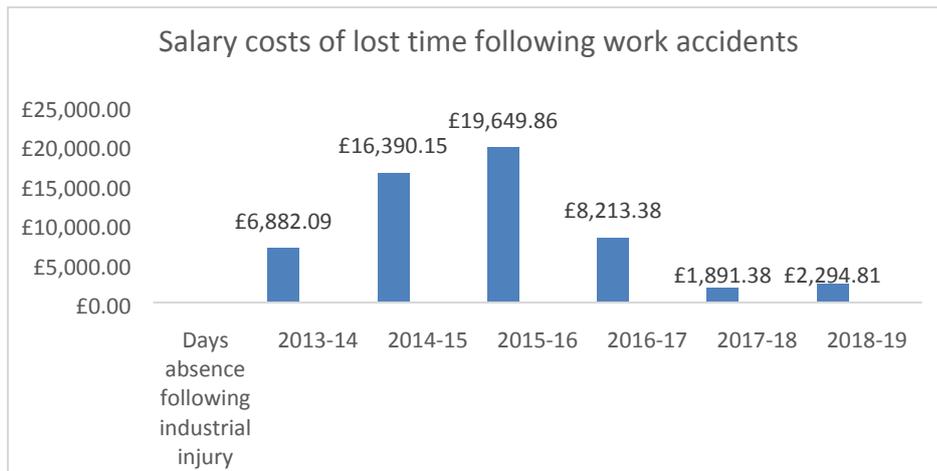
5.2 **Insurance claims resulting from accidents to employees** There have been six claims for compensation since 2016 (all were covered by the Council's insurance policies). Three claims have been settled at a cost of £28,710. One claim was successfully defended and two claims are outstanding. Working practices and documentation is always reviewed with managers following accidents to ensure any necessary learning is implemented.

5.3 Accidents statistics over time



The graph shows the majority of employee accidents have, since 2007, been around 50 annually or 1 per week. There have been spikes in the number of visitor accidents which can be explained by fluctuations in visitor numbers at the Leisure Centres. The spike occurring in 2017 can be partly explained by an increase in reporting following training sessions with Duty managers at the Leisure Centres on the importance of reporting accidents.

5.4 Accident costs



The chart above shows the salary costs associated with workplace accidents between 2014 and 2017. The costs peaked in 2015-16 at 231 days costing £19,649 but have reduced in recent years.. This year's total to date is £2,294 representing 27.5 days.

- 5.5 **Training** – 89 employees have attended health and safety training programmes this year. The Corporate Leadership Team (CLT) recently completed an Institute of Occupational Safety and Health (IOSH) accredited Leading Safely course. This demonstrates the leadership commitment to Safety at the highest level.
- 5.6 **Annual on line Display Screen Equipment Assessments** - a programme of assessments commenced in October, with a 91% return rate so far, which compares favourably to the return rate the previous year of 87%.
- 5.7 **Legionella testing** Stringent procedures and testing during the first half of the year found no reports of any bacterial ingress. The testing regime includes the Main Council Offices, Leisure Centres, Sheltered Housing and sports pavilions throughout the district.
- 5.8 **Interview rooms and Reception area** – the security of reception and interview rooms has been reviewed earlier in the year and a programme of improvements is now being considered.
- 5.9 **Portable appliance testing** – Testing arrangements commenced during December.
- 5.10 **Fire** - Fire evacuation training from the Council Offices took place in October and was completed smoothly with no issues. Tests and evacuations take place in other Council buildings.
- 5.11 **Risk assessments** - A suite of risk assessments is in place for work activities across the organisation. Key risk assessments are reviewed annually.

6.0 COMMENTS FROM POLICY DEVELOPMENT GROUP

The performance report was considered by the Policy Development Group of the Council at its meeting on 6 March 2019. The comments of the group are attached as draft minutes at Appendix H.

Priority Dashboards - Appendix 1

Appendix 1 sets out the following items:

- Detailed statistics of CDP actions and performance indicators
- Details of actions plans where indicators are red
- Finance
- Management of Absence
- Customer Service Call Centre Statistics

Status definitions used in Appendix 1

 Performance on track (milestones) or performance on or above target (PI's)

 Performance under control (milestones)

 Performance failing (milestones) or performance below target (PIs)

Corporate Risk Register - Appendix G

Please find attached for information the latest version of the Corporate Risk Register at Appendix G.

2 PERFORMANCE DASHBOARD – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	1  Amber	0  Red	17  Green	1  Amber	3  Red

Action	Update	Status
Delivery of the Leisure Project. Procure a new contractual partnership with an external leisure provider to build a new leisure centre in Coalville and make improvements to Ashby Leisure Centre.	Final bids have been submitted and evaluated and a preferred contractor will be recommended to Cabinet on 5 February 2019.	
The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency.	Wider public consultation is undertaken on the budget and this commenced on 18 December 2018.	
Placing customer at the heart of the organisation.	<p>Work around this is well underway, with the approval of the Customer Experience Strategy in Q3 by Cabinet in November.</p> <p>Performance improvements within Customer Services are already making a significant impact in the customer experience, with a fall in call wait times and abandoned calls.</p> <p>Work is now progressing to look at the wider context of the customer, improving our digital channels, reviewing the approach to corporate complaints and establishing a corporate approach to customer service into Q4.</p>	
Start our Customer First Programme to improve our customer service.	As the Customer Experience Strategy has now been produced and approved, this action is now complete.	

<p>Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the services.</p>	<p>This target has been revised, as previously there was no measure of customer satisfaction, so it is difficult to show % increase. The consistency of measure is addressed as a theme within the Customer Experience Strategy.</p> <p>A sample of 54 customers contacting Customer Services was taken in December 2018. A breakdown by contact method can't be given due to the small sample size – the % comes from answers to the question '<i>Overall, rate your customer experience today?</i>' Results show a good level of overall satisfaction (92%) and work will be done in Q4 to drill down into the different contact channels to give a meaningful result by contact method.</p>	
<p>To promote the chargeable service offered by Waste Services.</p>	<p>Trade waste and plastic collections started October 2018. Glass will be introduced when we know the impact on the crew collecting the waste. Street Cleansing have an agreement with housing repairs to collect their waste for a minimum period of five years. Trade waste and street cleansing commercial services leaflet to go out with all business rate bills (3,300 no).</p>	

Performance Indicators	Q3 Target	Q3 Actual	Status
Combined benefits performance - time taken to process new claims and changes in circumstances in average days	11.7	8.4	😊
Processing of new claims – time between application and confirmation of award in average days	16.4	15.9	😊
Processing of change of circumstances - the time it takes from receiving a notification of changes to the date of a revised award in average days	10.7	7.4	😊
Council Tax in year collection rate	83.7%	83.6%	😊
Non-domestic rates in year collection rate	84.4%	84.2%	😊
Housing Benefits overpayments collection rate – the percentage of outstanding overpayments collected as a percentage of the total amount outstanding	26%	25%	😊
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91%	😊
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	100%	😊
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	87.11%	😊
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	87.12%	😊
Leisure Centre Membership income	£716,808	£607,461	😞
Leisure Facility Usage Levels (cumulative)	£680,000	£726,336	😊
Total annual household dry recycling income	£327,000	£358,713	😊
Start our Customer First Programme to improve our customer service	Started	Approved by Cabinet November 2018	😊
Give customers the ability to access at least 50 transactions online 24/7	50	50+	😊
Level of satisfaction with Customer Service – the % of customers that are satisfied or above with the service	90% satisfied	Overall 92% (Small sample size. Needs further work in Q4)	😐
Rate of abandonment – the % of customer phone calls that hang up before they can be answered.	<10%*	7.5%**	😊

<p>Call wait time service level – the % of customer calls that are answered within a given time.</p>	<p>70% in 30 seconds*</p> <p>90% in 60 seconds*</p>	<p>66.5% within 30 seconds</p> <p>71% within 60 seconds</p>	<p></p> <p></p>
<p>Average queue time – the length of time on average that a visitor has to wait before they are seen.</p>	<p>10 minutes*</p>	<p>00:07:10</p>	<p></p>
<p>Number of ICT security incidents detected</p> <p>Number of ICT security incidents defended</p> <p>Number of ICT security incidents infiltrated</p> <p>Measures included from Q3 following ICT audit recommendations to report ICT security to members. Incidents correspond with malicious activity to attack or compromise the Council's ICT Networks.</p>	<p>N/A</p> <p>N/A</p> <p>0</p>	<p>27,917</p> <p>27,917</p> <p>0</p>	<p></p>

* New targets set from Q2 by Head of Customer Services.

** Disregard calls that have abandoned before they have connected to the main call answering queue.

2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES

Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	0  Amber	0  Red	7  Green	2  Amber	0  Red

Action	Update	Status
Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved.	The final round of consultation with key stakeholders and the public has been completed with over 45 responses having been received, and the strategy has been refined and finalised. It will be going to Cabinet for approval on 5 February 2019.	
Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour.	A review of the current CCTV delivery program and current camera network (to include opportunities for commercial funding) has been completed, and some changes needed have been identified. Marlborough Square will fall into the general developments. Agar Nook cameras will be assessed for viability.	
To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety.	Measurable targets have been set for Q2 and Q4 but not Q3.	-
Develop new Homelessness Review and Strategy as part of our new duties under the Homelessness Reduction Act to make sure people threatened with homelessness in the district receive the support they need.	Draft Homelessness Strategy is now complete for consultation and will now include requirements for a Rough Sleeping Strategy with final approval to be in Q4.	

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage rent arrears of current tenants	1.75%	2.33%	☹️
Percentage of rent loss	1.1%	0.65%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	100%	😊
Average re-let times (days)	26	15	😊
Number of properties empty and unavailable	0.75% (32 properties)	0.98% (42 properties)	☹️
Percentage of customers satisfied with the repairs service (% of completed jobs)	98%	99%	😊
Percentage of all repairs completed within target	87%	97%	😊
Average length of time taken to repair empty homes to achieve the lettable standard	15 days	12 days	😊
Number of new affordable homes delivered (Annual target 100)	95	111	😊

2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE

Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	0  Amber	0  Red	2  Green	1  Amber	1  Red

Action	Update	Status
To deliver programmes that enhance the district's unique town centres and make the town attractive to residents and developers.	<p>Business Focus, working with Cultural Services and the Coalville Heritage Society delivered the 'May the toys be with you' exhibition. The event was used to showcase the industrial heritage of the Coalville toy maker Palitoy. The celebration event showcased the history of Star Wars toys that were designed and produced by Palitoy and also included a number of engagement activities such as Q&As with former Palitoy employees, sessions for local schools, auctioneers valuing people's own collection of Palitoy toys, film showings at the Century Theatre and a world first, launch a Palitoy Star Wars toy into orbit.</p> <p>Following the success of the initial Digital High Streets training programme delivered in the Summer, Business Focus delivered a second tranche of workshops in partnership with Clockwork City. The workshops were delivered throughout October and December for independent retailers across the District. 22 businesses participated in the programme and feedback has been very positive. Out of 10, the average satisfaction score for the training was 9.5.</p>	
Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square.	Work continues on this initiative in conjunction with the Marlborough Square improvements team. Work on the schedule of events for Coalville for 2019/20 has commenced with contact with potential attractions and businesses.	

<p>To deliver programmes that support SME businesses and entrepreneurial activity in our towns.</p>	<p>As part of the Council's Enterprising Town Centres programme, Business Focus and Environmental Health delivered a business support workshop specifically designed to support food and drink businesses in our town centres. 10 independent retail businesses attended the workshop and developed plans to improve the profile and performance of their businesses.</p> <p>At zero cost, Business Focus, working with NBV Ltd, delivered a 'Starting in Business' programme. 13 entrepreneurs registered to take part in the three day programme that covered business planning, start-up advice, marketing, book keeping and other useful topics. Feedback from delegates was unanimously positive.</p>	
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Performance Indicators	Q3 Target	Q3 Actual	Status
<p>Impact of Coalville shop fronts</p> <ul style="list-style-type: none"> - Number of businesses engaged (Annual target 40) - Number of grant awards (Annual target 8) 	<p>10</p> <p>0</p>	<p>0</p> <p>0</p>	<p></p> <p></p>
<p>Active promotion of at least seven tourism and culture events (annual target 7)</p>	<p>2</p>	<p>3</p>	<p></p>
<p>Face to face business and environmental health advice to businesses each year (annual target 20)</p>	<p>15</p>	<p>18</p>	<p></p>

2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	0  Amber	0  Red	2  Green	0  Amber	2  Red

Action	Update	Status
Develop a tourism strategy that promotes, encourages and enhances the visitor experience.	The draft tourism strategy will be reported to Cabinet and Policy Development Group in the new financial year. Alongside the development of the tourism strategy, work is underway on an accommodation demand study for the district, with a draft report ready for Q4. Further actions from the tourism blueprint are being progressed, this includes work on the Ashby de la Zouch marketing plan.	
Increase numbers of people attending events in our district year on year.	Use of increased activity on social media to promote many North West Leicestershire events in October, November and December. High priority has been given to district council organised and supported events, notably May The Toys Be With You exhibition, Remembrance Sunday commemorative events and Christmas in Coalville - all events have attracted very high Facebook and Twitter activity, especially the May The Toys Be With You and Christmas in Coalville events.	

<p>To facilitate and deliver programmes that support businesses to grow.</p>	<p>Business Focus have started engagement with Pharmacy2u to support the business to open their new regional centre at Mount Park, Bardon. In October, Business Focus also met with developers Tungsten Properties and the Harworth Group with regards to their emerging commercial development sites at Bardon Industrial Estate. The team are working to identify and secure new investing businesses looking to locate to the district or support existing growing businesses to expand to locate to these new sites.</p> <p>In December the Business Focus team provided direct support to 5 businesses. This included four new enquiries and one repeat enquiry, bringing a total of 35 businesses in Q3.</p> <p>The Portfolio Holder has been invited to meet a series of businesses as part of the Business Focus construction skills workshop. The workshop is being delivered jointly between Business Focus, counterparts at Hinckley & Bosworth Borough Council and the Construction Industry Training Board (CITB).The event will provide the businesses in attendance with details of shared apprenticeships opportunities, grant funding and advice on how to increase their business exposure to emerging construction contract across the region.</p> <p>The Business CAT are still planning for the first annual NWL Business Celebration event. The event will look to showcase successful collaborations been the District Council services and local business that resulted in business growth. The celebration event will coincide with the 2019 Chairman's charity dinner.</p> <p>Business Focus have begun design work on a new phase of Enterprising Grant funding. Enterprising Phase 3 will look to offer grants between £500 and £25,000 to start-up businesses and SMEs across North West Leicestershire. The grant fund will also include eligible town centre retail businesses. Enterprising Phase 3 will launch in Spring 2019.</p>	
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To deliver regulatory services in a way that supports business growth.	8 growing food businesses attended a business support seminar specific to the food sector. The seminar was planned by Business Focus and Environmental Health.	
Develop an options appraisal for the future development of the Moira Furnace site.	The Moira Furnace options appraisal work will be progressed in partnership with the National Forest Company (NFC), as part of their legacy work on the Black to Green (Heritage Lottery Funded initiative) which is being progressed with a bid to the Heritage Lottery Fund 'Resilient Heritage Fund'. Progressing the project in this way could result in opportunities to apply to for Heritage Lottery Funding to support the development of recommendations arising from the options appraisal. It is likely that the options appraisal will be started at the end of 2018/19 and completed in 2019/20. Work has commenced on the tender documents for the options appraisal, ready for circulation at the start of Q4.	

Performance Indicators	Q3 Target	Q3 Actual	Status
Number of business enquiries received and supported (Establish baseline and method of reporting)	40	57	
Level of inward investment in NWL (Establish baseline and method of reporting) - Number of businesses (Annual target 12)	3	4	
Impact of Enterprising Town Centres - Number of businesses engaged (80)	20	0	
- Number of businesses supported (60)	15	5	

2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

Progress against CDP milestones			Progress against CDP Performance Indicators		
4  Green	1  Amber	1  Red	2  Green	0  Amber	1  Red

Action	Update	Status
Work with Highways England on their network in our district to reduce fly tipping.	Signage, enforcement campaign and communications plan has been done and the project is now complete.	
Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks.	Funding and procurement for the installation of 4 electric vehicle charging points within the North Street car park in Ashby has been agreed. Final details to understand the revenue streams and cost for a 2 hour charge will be finalised on 10 January 2019 following a presentation from Podpoint, the council's preferred supplier. The data that these electrical charging points tell us will enable the council to make a measured decision on future provision of electrical charging across the district.	
Be a key stakeholder in the All Party Parliamentary Group litter strategy for North West Leicestershire – through engagement with haulage companies and snack wagons to raise awareness of roadside litter and aim to reduce it.	Milestone targets Q1 and Q2, successfully completed. Good local media coverage, haulage companies, Marks and Spencer, McVities and KP have agreed to support "Keep Your Cab Fab" campaign after December 2018.	
Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).	All previous issues have been rectified and the installation of new heat pumps has continued with 195 fitted as at 16 January 2019 with no further adverse comments from tenants. The total in the programme is 305 (this number has decreased slightly due properties being bought under Right to Buy). 6 units are completed per week therefore 255 will be completed by the end of March 2019. The remaining 50 will be fitted during the first quarter of the new financial year.	

<p>Work to enhance our partnership with the National Forest and celebrate our 10th anniversary of the Free Tree Scheme.</p>	<p>October 2018 saw the launch of the Free Tree Scheme for this year and within the first few days the take up was over 20,000. The Scheme has now been completed and an evaluation carried out. The good news is, with the assistance of the National Forest we have assisted in the delivery of 83,000 Trees and hedges across the district.</p> <p>Over the past 10 years NWLDC has worked in partnership with the National Forest Company to support the mission to transform the landscape and to improve the quality of the lives of those who live, work or visit in North West Leicestershire through creating diverse woodland and great open spaces for all to enjoy.</p>	
<p>Develop a recycling strategy that encourages more households to recycle using the kerbside collection service.</p>	<p>Recycle More strategy after going to Policy Development Group (PDG) will be going to Cabinet in April 2019.</p>	

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of household waste recycled	46.75	47.65	
Kgs of household waste sent to landfill per household (Annual target 510)*	511	343	
Number of homes where Air Source Heat Pumps (ASHPs) installed (Annual target 305) (previous annual target 312 has been reduced under the Right to Buy Scheme)	71	57	

A household waste figure, which does not result in an increase in waste to landfill, is considered good performance. NWLDC's waste to landfill is the highest in Leicestershire and is attributed in part to high number of households still on solid fuel heating owing to the free coal subsidy in the district (higher weight in ash waste). However, NWLDC recycles more waste per household than Melton BC, Charnwood, and Oadby & Wigston. NWLDC collects the second highest tonnage of total household waste behind Harborough DC.

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 31 December 2018. The Council set its General Fund Revenue Budget at £13,502,753 and the Housing Revenue Account budgeted surplus of £2,946,140 on 27 February 2018.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	13,503	13,693	190

Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	527	527	0

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(2,946)	(3,308)	(362)

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	3,137	50	10,085	13,272
C/F from 2016/17	2,071	0	1,730	3,801
Approved projects in year	1,949	0	0	971
Slippage Identified in Year	-399	0	0	0
Total budget for 2017/18	7,157	50	11,815	18,044
Likely outturn for 2017/18 (provisional)	6,407	50	7,918	18,047
Variance	351	0	(3,897)	3

Comments on General Fund Variances

- £789K net increase in the contribution to the General Fund balance as a result of:
 - £115k salary savings across the General Fund as a result of the implantation of Phase 1 restructure and £33k in relation to Phase 2.
 - £340k of other salary savings across the organisation
 - Additional planning income of £100k
 - Additional investment income of £84k
 - Reduction in net financing costs of £67k
 - Additional rental income of £8k and a reduction in NDR rates of £16k associated with the council's commercial properties
 - Additional taxi licence income of £29k
 - Reduction in the contribution to the Revenues Benefit partnership of £15k and additional summons income of £32k
 - Increase in the annual cost of the finance system licences of £13k
 - Reduction in the income for the leisure centres of £144k (membership income £129k and Sports Hall Income £10k) and additional expenditure in relation to credit card fees (£10k), repairs and maintenance (£13k) and utilities (£8k)
 - Increased costs in relation to the Sports Action Plans of £17k
 - Additional fuel costs (£10k) for the ground maintenance team, increase in external support costs of £35k, and additional NDR of £12k for the depot offset against £18k of additional income
 - Increase NDR payable on car parks of £15k and reduced car parking income of £18k
 - Additional forecast income of £18k for the Environmental Protection team and an increased costs in relation to site clearance of £19k
 - Forecast underspend of £20k legal and technical costs for planning
 - Reduced trade refuse income of £13k, offset by a decrease in disposal costs of £8k
 - Increase in refuse and recycling costs in relation to fuel (£15k), recycling boxes (£20k) offset by an increase in recycling income of £52k
 - Increase in fuel costs of £8k for the cleansing team offset by an increase of additional income of £17k
 - Underspend of £10k for the Recycle More project
 - Underspend of £10k in relation to architect fees in relation to the depot extension which is no longer taking place
 - ICT license savings of £55k offset by additional costs of the roadmap (£15k), digital storefront (£11k), achieve forms (£19k), additional licence fees (£18k) and reduced print room income of £5k.
 - Additional funding of £28k for CCTV equipment and relocation
- £190k favourable movement in anticipated Business Rates income as a result of an additional £150k Section 31 grant and £40k accounting differences in the way that business rates is distributed to preceptors and Central Government

Comments on Special Expenses Variances

- None

Comments on HRA Variances

- £362k net increase in the contribution to HRA balance as a result of:
 - Increased dwelling rent of £108k
 - Reduced service charge income of £35k
 - Salary savings of £108k
 - Additional interest on our balances of £48k
 - Reduction on council tax on void properties of £50k
 - Reduced forecast cost of painting of £276k
 - Unbudgeted costs of £126k for ill health retirement.
 - Additional expenditure of £99k on the housing Assets and Commercial services interim structure.
 - Revised forecast underspend on gas and electricity of £106k.

Comments on Capital Budget

- Additional Approved Schemes:
 - Car Park – Ashby Health Cultural Quarter -£87k
 - HPLC Ashby – Wall Improvements and Statute +£100k
 - Disabled Facilities Grant (slippage into 2018/19 -£53k
 - Fleet Programme (net overspend agreed) +£11k
 - Marlborough Square +£1.65m
 - Castle Donington College – AWP resurfacing +£1k
 - Finance System Review (increase in schemed) +£50k
 - Finance System Review (virement to revenue) - £400k
 - User Screen Replacement virement to revenue) - £25k
 - HPLC – Car Park Resurfacing -£13k
 - Memorial Clock Tower +£40k
 - New Market Provision +£600k
 - Linden Way Depot – Welfare Facilities +£46k
 - Linden Way Depot – Workshop Extension -£46k
 - Council Offices – Fire Alarm and replacement door entry system +£78k
- Planned Slippage in 2018/19 carried forward to 2019/20
 - Wellbeing Centre at HPLC -£399K
- Variance (underspends/items no longer required)
 - HPLC Car Park – resurfacing -£2k
 - Linden Way Car Park Workshop Extension -£44k
 - Linden Way Car Park Extension -£200k
 - IDOX Platform -£30k
 - Access Road High Street Measham - £25k
 - Belvoir Shopping Centre – Main Service road maintenance -£10k

- North Street Car Park improvements -£40k
- The HRA capital outturn is forecast to be £3.9m under budget as a result of:
 - Re-profiling of £1.8m new build expenditure into future years.
 - Re-profiling of £2.1m home improvement and non-decency programme into future years.
 - The £0.3m budgeted contingency funding not being required.
 - Additional £950k expenditure due to the air source heat pump programme being accelerated.

4

MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 0 short	538.28 long 114.85 short	164.07 long 39.3 short	0 long 16 short	0 long 10.14 short	25.31 long 58.52 short	0 long 4 short	57.5 long 32.41 short	0 long 19.25 short	786.17 long 294.37 short
Total days lost in quarter	0	653.13	203.37	16	10.14	83.83	4	89.91	19.25	1079.63
Number of FTE's	12.65	212.25	48.09	11.29	10.00	85.76	6.19	42.57	22.71	451.51
Ave no of days lost per FTE	0	3.08	4.23	1.42	1.01	0.98	0.65	2.11	0.85	2.39

Quarter 2	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 0 short	501.79 long 126.35 short	86.31 long 51.20 short	0 long 0 short	0 long 0 short	101.35 long 70.26 short	22 long 0 short	33 long 24 short	23 long 4.03 short	658.14 long 220.61 short
Total days lost in quarter	0	628.14	137.51	0	0	171.61	22	57	27.03	1043.29
Number of FTE's	13.99	212.34	48.09	11.29	10.00	85.76	6.19	42.56	22.71	451.59
Ave no of days lost per FTE	0	2.90	2.46	0	0	1.68	2.16	2.92	1.14	2.24

Quarter 3	Chief Exec	Community Services	Customer Services	Economic Regeneration	Finance	Housing & Property	HR&OD	Legal & Commercial Services	Planning & Infrastructure	All Directorates
Sickness days lost	0 long 8.6 short	368.34 long 165 short	60 long 58.55 short	10 long 7.75 short	10 long 25.62 short	209.72 long 106.07 short	0 long 8.8 short	40 long 10.95 short	63 long 26.08 short	761.06 long 417.42 short
Total days lost in quarter	8.6	533.34	118.55	17.75	35.62	315.79	8.8	50.95	89.08	1178.48
Number of FTE's	13.03	227.09	60.65	10.46	10.33	105.63	8.87	19.04	24.71	479.81
Ave no of days lost per FTE	0.66	2.35	1.95	1.70	3.45	2.99	0.99	2.68	3.60	2.46

5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 3

	Oct 17/18	Oct 18/19	+/-	Nov 17/18	Nov 18/19	+/-	Dec 17/18	Dec 18/19	+/-	Total 17/18	Total 18/19	+/-
Received*	8882	8193	-689	8922	6597	-2325	6633	5631	-1002	24437	20421	-4016
Answered	6525	6852	327	7001	5938	-1063	5362	5088	-274	18888	17878	-1010
Answered in 30 secs	2205	4699	2494	3302	4482	1180	2682	4418	1736	8189	13599	5440
Answered in 60 secs	1816	5197	3381	3718	4750	1032	2971	4610	1639	8505	14557	6052
Abandoned**	2280	882	-1398	1793	435	-1358	1237	218	-1019	5310	1535	-3775
Rejected***	72	0	-72	128	0	-128	33	0	-33	233	0	233

There are 30 dual way phone lines council wide

- * Calls received are direct to the call centre and does not include council wide or other direct calls to individual extensions.
- ** Calls on the holding line in the queuing system where the caller has hung up
- *** Calls that are not able to access the holding line where the system has rejected the call due to no free lines

Performance has improved month on month following technology changes in September 2018 and a continued focus from the Customer Service Team.

Lower call volumes are likely the result of improved performance in that hang up and redialling is not required due to lower waiting times. The filling of two vacant post has also contributed to call handling from November onwards. All staff are now also receiving regular 1:1 supervisions.

The percentage of call answered increased on same quarter 2017-18 from 77.29% to 87.55%; over 10% improvement, and over 71% of all calls answered with in 60 seconds. Only 7.5% of calls offered, have abandoned before connecting to the queue (this figure disregards those that disconnect during the introductory messaging).

The number of rejected calls, those which are unable to enter the queue, have resulted in a zero return this quarter compared to 0.95% of calls in same quarter last year.

Appendix A

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS - Leisure Centre Income

Reference No.		Description	Leisure Centre Membership income													
Lead Officer	Jason Knight		Date Plan Completed	25/01/2019												
Performance Out-turn	2015/16					2016/17					2018/19					
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	
Overall Measure	Target										£249,212	£494,958	£716,808			
	Actual										£204,236	£414,177	£607,461			
Explanation of Current Performance	<p>Despite a large number of interventions being put in place, membership income is still falling short of target although the decline in income has reduced and the predicted year end outturn has improved.</p> <p>Attrition rates remain low at approximately 4% against a national average of 7%, and the amount of members per station is 30 at HPLC and 36 at HLC against a national average of 30. At the recent Quest assessment at HPLC, the management of health and fitness scored 'Excellent', as it also did at last year's Quest assessment at HLC.</p> <p>The gyms at both centres and associated studios are suffering in competition with high quality nearby gyms in the area. The Council's current dialogue process with leisure bidders will clearly address this in mid to late 2019 with Hood Park Improvements specifically and the new Coalville Leisure Centre in late 2020.</p>															
Interventions in the last 3 months and evaluation of impact	<p>Q3 is historically the lowest performing period of the year within the fitness industry nationally; however a strong October in which 143 memberships were sold with a net gain of 33, meant that the overall member loss for the period was just 20 compared to 97 and 148 in the two previous years.</p> <p>A number of promotions such as 'Join Now Pay Nothing' and 'Festive Fitness Frenzy' were implemented with the sales team subsequently delivering an 'enquiry to sales conversion rate' of over 70%. In terms of retention, gym challenges were run in each of the three months with 120 customers taking part in the December one.</p> <p>The sales team at Hermitage were subjected to a 'mystery visit' in December through an external company Pro Insight, in which the sales and customer experience journey was measured. A score of 58% was secured which was 18% up on the national average for an initially assessed site. Learning from the assessment will be rolled out across both sites, which will be re-assessed in March 2019</p>															

INTERVENTIONS

	Key Interventions in Place to Maximise Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
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MEMBERSHIP INCOME

1	<p>New Fitness Memberships - We launched new and more flexible packages and rebranded all packages to align with our main 'Active Fitness'. This was launched in April 2018. (E.g. Active Gym, Active 60+ etc.)</p>	April 2018	Emma Knight	<p>Officer time £1000 rebrand material</p>	<p>Migration of those on Active Memberships moving across to lower cost memberships</p>	<p>Class only lower cost membership saves VAT therefore minor loss if migrate over. Longer term gains of fitness members should outweigh the loss of migration.</p>	<p>Reporting procedures in place – daily sales reports, monthly monitoring of attrition, number of members and income.</p>	<p>Increase in total number of fitness members.</p>
2	<p>Launched Join At Home – this gives a customer the ability to join our membership packages online, opening a new and more flexible approach to joining members.</p>	May 2018	Emma Knight	<p>Officer time One off cost of £7454 £2500 pa £1500 training</p>	<p>Return on investment not being achieved 12 memberships per year to realise annual return. 35 to meet one off cost.</p>	<p>Selling more than 10 fitness memberships on line will see a return on investment, this is a target that will be met very quickly.</p>	<p>Daily reporting on number that join online.</p>	<p>Increase in sales / transfer over to digital for the user.</p>

3	<p>Join at Home available in the leisure centres – Join at Home is currently being tested ‘on site’ by our Customer Advisor team. Once we are comfortable with the process our in house tablets will be secured in the reception area so that customers can access the system themselves and join onsite. This also allows customer advisors to bypass reception at busy times speeding up the process and giving a slicker professional feel to the member’s journey.</p>	September 2018	Emma Knight	<p>Officer time – Training staff</p> <p>£1250 for tablets</p>	Customer ability to use the system, staff reliance on the system.	Training for staff, review pf process.	Monitor sales through Join at Home	Increased digital sales
4	<p>Recruitment - We have just recruited a new Customer Advisor meaning a full complement. We have just recruited fitness class instructors and are going back out again to further recruit. We have recruited to contracted Health and Fitness Instructors taking on some high quality staff. We are in the process of recruiting to cover Health and Fitness Instructors.</p>	Summer 2018	Emma Knight	Officer time – Training time for new starters	New staff do not perform	Probation period	Induction/ probation	Good quality staff on duty
5	<p>Equipment - We added some new equipment to both Fitness Suites. Due to 3 cycles coming to the end of their life we have introduced 2 uprights to directly replace them and an Airdyne assault bike to add more variety to training at Hermitage. Also an accessible rower at each site. Not only has this helped many customers access the rower that would not otherwise have been able to, the fact that it is new and therefore very smooth and nice to</p>	April 2018	Emma Knight	£6200 equipment cost	No return on investment	NA	Customer Feedback through feedback mechanisms	Better retention and customer satisfaction in classes.

	<p>use has made this a hit with most of our members. We have on order new dumbbells and kettlebells for classes as a result of customer feedback.</p>							
6	<p>Reporting - We have implemented some new reporting processes to help monitor memberships better.</p>	June 2018	Emma Knight	Officer time	NA	NA	Reports printed and submitted monthly	Improved retention / sales
7	<p>Studios – We have had a real focus on the studios at each site with regards cleanliness. We have new cleaning processes in place and are due to paint in the spinning studio. New equipment ordered as mentioned above.</p>	Ongoing	Emma Knight / Adam Knight	Officer time £2500 equipment cost	Processes are not followed	Processes reinforced	Check the checker	Improved customer satisfaction

8	<p>Rebranding – fitness classes have been rebranded, new classes added to the timetable, the Health and Fitness brochure has been amended for a fresh and slick look with better descriptions grouped into class types with imagery. The fitness class web page has also had a similar, yet more radical makeover. With some high quality imagery, grouped classes, new descriptions and videos of our classes and some branded releases so the prospective customer can get a real feel of what we offer.</p> <p>https://www.nwleics.gov.uk/pages/fitness_classes</p> <p>We have had professional footage shot of our classes being used both on the web and via social media.</p>	Summer 2018	Emma Knight	<p>Officer Time</p> <p>£150 per video for professional footage</p>	NA	NA	Check quarterly and amend info to remain up to date	More exciting and enticing look and feel. Sell more memberships, encourage repeat visits to other classes.
9	<p>Social media – A big push on our social media accounts continues in an attempt to generate leads. We have launched Instagram. We did some research showing that the majority of member's leaving us were 18-30 years old. We noticed we had no real communication tools with this age group and launched Instagram which is the most popular platform they use. Since launching in May Hood has 249 followers and Hermitage 142. However Hermitages follower to follower ratio is much better. (Hermitage only following 100 whereas Hood following over 400)</p> <p>Facebook was showing monthly</p>	Ongoing	Emma Knight is the lead	<p>£500 for training</p> <p>Officer time to attend training</p> <p>Officer time to grow social media interactions</p>	That content is correct to grow the right market.	Review and amend content where applicable	Lead officer to monitor quality and report on engagement monthly/ quarterly	Increased fitness membership lead, digital transfer, more awareness of our centres publically, re-engage 18-30 year market.

	<p>engagements of around 1000 per month. This has continued to grow seeing Hermitage peak at over 8000 engagements and Hood peaked at over 19000 in July! This is a whole new way of communicating with our customers, they are communicating back.</p>							
10	<p>Marketing Streams – Leafletting targeted both using demographic or new estates, promos out to schools and teachers, continuous contact with companies and reciprocal marketing, Social media, monthly offers and flash sales, aggressive marketing e.g. only gym to have an outdoor pool etc. In house marketing, web page rebrand membership page redesigned, Gov Radio in house promoting the memberships, appeared on TV/news for pool, contacting all previous customers (in line with GDPR) for new offers, contacting all those that have left us to re-join with offers.</p>	Ongoing	Emma Knight + Business Development Manager	Officer time £200 in leaflets	That we do not reach the desired market to generate the leads required.	Further analysis and marketing	Business Development Manager and Health and Fitness Manager to monitor sales and income directly related to the marketing.	Increased lead generation and sales.

1 1	<p>Discount Booklet – We have liaised with a company named Concept Publishing. We are using this company to offer discounts to our fitness members to access goods/services by reputable companies. This booklet will be NWL branded and is used by other reputable organisations such as Bannatynes and Halo Leisure.</p>	Autumn 2018	Emma Knight	Small amount of officer time, the e-booklet is free.	Not utilised by members	NA we would not renew the contract if unsuccessful	Report from Concept Publishing on who has utilised the codes.	More customer satisfaction
1 2	<p>Fitness Membership Welcome / Discount Booklet – In house printing of a welcome booklet with all the information required for joining the membership, welcome note from the advisors and contact details, Boditrax booking card, bring a buddy, free swim etc.</p>	September 2018	Emma Knight / Customer Advisors/ Business Development Manager	Ongoing printing cost and offer time to create	Staff do not utilise the tool properly.	Reinforce procedure	Monitor through new starter feedback questionnaires	Improved customer satisfaction and retention.
1 3	<p>Digital User Survey's – Fitness class survey first A more in depth Fitness Class Questionnaire with all aspects of the member's journey. This will be sent out via the app, a pilot produced a good return rate.</p>	September 2018	Emma knight	Officer time	Uptake is poor	In house questionnaire	Reports created	Actions from feedback result in a better service and user satisfaction

1 4	<p>Mystery Visit and Benchmarking</p> <p>We have commissioned a number of mystery visits at both sites to concentrate specifically on the sales procedure.</p> <p>As part of these visits we have access to national benchmarking of the sales process, where others perform particularly well or poorly.</p>	Ongoing – quarterly	Emma Knight	£125 per visit – total of £500 for 2018/19	No improvement seen from previous visit	Further training	Reporting on the feedback from the visits.	Improvement in sales processes.
1 5	<p>Benchmarking –</p> <p>Customer advisor team to mystery visit and benchmark against 1 private operator, 1 trust and 1 local authority for sales process to pick up on best practice and ‘what not to do’.</p>	Bi-annually	Customer Advisor Team / Emma Knight	Officer Time	NA	NA	Reporting on the feedback from the visits.	Improvement in sales processes.
1 6	<p>Sales Re-training for all staff.</p> <p>Sales training for all front line staff will be delivered in September and October.</p>	Annually	Emma Knight	Officer and training time	Staff are not receptive to training and do not put the training into practice.	Monitoring and further training	Mystery visits	Improved sales service and increased sales.

17	<p>Sponsored Posts on Social Media</p> <p>Explore again the possibility of using sponsored posts on social media. This is the ability to put out targeted paid for advertising campaigns on social media streams gaining us exposure far beyond our follower base. We can set metrics such as – this post will be shown to anyone in a 10 mile radius who is female and between the ages of 18-30 allowing us to really target the market.</p> <p>It is a tool we have piloted in the past seeing positive uptake of memberships as a result. However we have been unable to implement it long term due to financial security implications.</p> <p>This is a stream of advertising that our competitors are using and capitalising on in our absence in this advertising market.</p>	October 2018	Emma Knight	Cost per campaign is circa £30 per site.	Return on investment is not achieved.	Just one joining from a campaign would cover the cost of over 6 campaigns.	Reporting on uptake directly from campaigns.	Increased sales and net gain of fitness memberships.

1 8	<p>Implementation of a Quarterly Membership Offer</p> <p>In order to secure new members sitting in the void between monthly try to buy and yearly long term commitment, a three month for £90 membership offer was introduced for the first time ever.</p>	January 2019	Andy Clayfield	Officer time + marketing printing costs	Not getting a direct debit contract signed however incentives to be offered at the end of the 3 month term to potentially convert to a contract	Complaints from current members wishing to take advantage of this offer	Weekly progress report shared to all staff. Actions taken each week to attract more sales.	<p>A target of £6,000 upfront payment of memberships has been set with scope to convert these members after the 3 months term.</p> <p>+ Overall increase total number of members.</p>
NON-MEMBERSHIP INCOME								

19	<p>NWLSA – Extension To A 3rd Venue</p> <p>Due to limited programme extension options at our two centres, we secured pool space at a 3rd venue (Ashby Grammar School) starting from January 2018. The business case delivered in advance of that advised a progression to 85% occupancy by March 2019 on a maximum of 124 pupil spaces</p>	Ongoing Until March 2019	Duncan Gibb / Sade Thompson	£ 337-00 per month pool costs + officer time + swim teachers	Low demand leads to a cancellation of the booking.	We review expectation and accept reduced profit delivery against business case target	Ongoing monitoring by NWLSA Coordinator + monthly reporting into General Manager	<p>To increase lesson option capacity and associated usage and income.</p> <p>Target was 85% utilisation by March 2019. Already at 84% by January 2019</p>
20	<p>NWLSA – Increased Pool Space Utilisation</p> <p>With pool space capacity levels surpassing expectation at the 3rd venue, additional pool space has been required at our two main venues. With this in mind we have managed to implements additional NWLSA lesson delivery as follow; Mondays, Tuesdays and Thursdays 6-15pm – 6-45pm + Sundays 9-15am – 9-45am with minimal kickback due to ‘part pool’ usage.</p>	September 2018	Duncan Gibb / Sade Thompson	Officer time	<p>Significant reduction in customer satisfaction levels as a result of lost pool space</p> <p>Additional pool space created does not subsequently equate to increased pupil numbers.</p>	<p>Review sessions implemented and reduce.</p> <p>It is hoped that in retaining ‘elements’ of the pool space for casual swim activities that the likelihood of adverse comment will be reduced.</p>	To be monitored by General Manager and NWLSA Coordinator	<p>Improved sessional revenue due to implementation of more profitable activity.</p> <p>Lessons have been filled to expected capacity levels and adverse customer feedback has been avoided, therefore the intervention has proven to be a success.</p>

2 1	<p>NWLSA – Lesson Price Increase</p> <p>Swim lesson prices were scheduled to be increased in February 2019 from £19-00 per month to £ 19-50; however a decision was taken to increase these to £ 19-99 from January 2019.</p>	January 2019	Duncan Gibb / Sade Thompson	Officer time including central resource In order to implement – notification of customers, amendments to Gladstone MRM	Customers decide that the lessons are now too expensive	Reflect on customer feedback and review price increase	Daily monitoring by NWLSA Coordinator reporting into the General Manager Customer comments	Increased revenue of circa £ 6,000, with no detrimental impact to attrition levels.
2 2	<p>NWLSA – Joining Fee Implementation</p> <p>A £10 joining fee has been applied to all new starters to the NWLSA scheme, with this being communicated as an administrative set up charge.</p>	October 2019	Duncan Gibb / Sade Thompson	Officer time including central resource + postage	Potential new customers are put off and take their custom to other local competitors, none of whom charge a joining fee.	Reflect and review, with the potential to lower the fee or remove it.	Daily monitoring by NWLSA Coordinator reporting into General Manager Customer comments	Increased revenue of circa £ 4,000, with no detrimental associated impact to new pupil joins.
2 3	<p>Sports Hall & Function Areas – Increased Event Portfolio</p> <p>The portfolio of events across the two sites continues to expand, through a mixture of aggressive marketing (poaching) and word of mouth following on from the success of other events of similar dynamic. As a result we have secured and added 4 new events to the portfolio in 2018/19, taking the overall total to 67.</p>	Ongoing	Duncan Gibb / Adam Knight / Chris Nettel	Officer time	Adverse customer feedback due to a further reduction in facility availability.	Review event bookings and potentially cap. Negative feedback is likely to be limited due to the likely timing of events i.e. weekends	Daily monitoring by General Manager via customer comments	Increased sports hall hire and secondary spend (bar, catering, vending) related income.

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Sports Hall & Function Areas – Increased Portfolio of Block Bookings

In 2017/18 both centres benefitted significantly in this area due to two main factors; firstly that we hosted 2x elections with a collective value of £9K and secondly from the impact of adverse weather conditions that lead to a mass migration of external outdoor hirers to our indoor facilities.

Putting that ‘one off year’ to one side, income derived from this source across the two sites was as follows;-

Year	Income £ K
16/17	30.0
15/16	25.7
14/15	18.5

Ongoing

Duncan
Gibb /
Chris
Nettel

Officer time
+
promotional
resource

Adverse customer
satisfaction from
disaffected casual
hirers and potential
hirers.

Review
bookings and
potentially
cap.

Negative
feedback is
likely to be
limited due to
many of these
hires being
secured for
support areas
such as the
function
rooms, studios
and bar areas.

Daily
monitoring by
General
Manager via
customer
feedback.

Increased levels
of income that
reduces the
impact of the
‘one off’ 2017/18
year and
significantly
increases on the
historic growth
trend seen prior
to that.

To date the
securing of five
new or extended
hires sees the
collective
income at the
end of
December 2018
at
£32K.

It should be
noted that the
increased
income in this
area directly
correlates to the
reduced income
from ‘in house’
ASA’s and a
decline in
children being
allowed to
redeem points
via the CA8
scheme

2 5	<p>Casual Swimming – Aquatics Delivery Plan</p> <p>Casual swimming usage levels have dropped year on year nationally since 2014, following an increase on the back of the 2012 London Olympics, with this trend noted within our own centres.</p> <p>Following an analysis project of the NWLDC ‘offer’ carried out in conjunction with Swim England an ‘Aquatics Development Plan’ was drawn up and subsequently implemented from Jan 2018. Within it were rebranded and new sessions, a re-alignment of customer focus towards health benefits and improvements to the customer journey.</p> <p>In addition to this a full review of the Outdoor Pool programme was undertaken with extended hours and periods of opening implemented</p>	Duncan Gibb	Jan – Sept 2018	Officer time – Aquatics Development Team + additional lifeguarding resource	Proposed amendments failed, thereby adding to costs, as opposed to increasing income.	Having to review the changes made, potentially reverting back to the former programme.	Ongoing – General Manager + Aquatics Development Team	<p>An increase in casual swim related income</p> <p>Increased revenue to the value of £3.2k has been seen with two of the three new / rebranded sessions proving to be a success.</p> <p>Indoor Pool income increased by £38.4k over the course of the summer period; however the ‘heat wave factor’ needs to be considered within this.</p>
2 6	<p>Swim Badges</p> <p>Despite various attempts to focus swim teachers on the need to increase badge awareness within their classes, sales growth has not increased in tandem with pupil number growth.</p> <p>A ‘voucher’ incentive scheme was introduced in September 2018.</p>	Sept 2018	Duncan Gibb / Sade Thompson	Officer time – awareness and monitoring + Voucher costs = £ 140 per month	The majority of teachers don’t ‘buy in’ to the idea and as a result sales remain at the same level, with the cost of the vouchers also incurred.	The incentive is reviewed and subsequently removed.	NWLASA Coordinator and General Manager via monthly briefings	<p>Increased income.</p> <p>Badge sales for the period Sept 2017– Dec 2017 totalled 2,915 £6,559; however for the same period in 2018 these increased to 4,920 £11,070</p>

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STAFFING EFFICIENCIES

27	<p>Migration To A General Manager Model</p> <p>The former Facilities Manager left post in April 2018, with budgets for the current financial year already set. In light of the Leisure Project, it was felt that a migration to model of one overarching General Manager would align to prospective bidder models. The existing Commercial Manager was slotted into this role, with the thinking being to bring in an Operations Manager to support the GM (again with likely bidder models in mind) on a lower pay scale band to the FM thereby effecting a collective salary saving</p>	April 2018	Jason Knight	Officer time - recruitment	Revised model doesn't deliver to expected standard	Review external support and line management responsibility support network	Ongoing	<p>Effect a salary efficiency at no detriment to the level of service delivery.</p> <p>Salary saving of £2,600 achieved</p> <p>QUEST ratings at both sites now both sat at 'Very Good'</p>
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28	<p>Business Development Manager Post</p> <p>A delay in recruiting to this post has led to a saving</p> <p>This post has been recruited to, but with a reduction to a 0.5 FTE position</p>	Sept 2018	Duncan Gibb	Officer time - recruitment	Tasks performed by the previous F/T BDM are either not delivered or delivered in part + Capacity issues relating to the migration across to the new operator, given the key role that the BDM has within that process	Review the level of time allocated to the role.	Ongoing basis by General Manager	Staffing efficiency achieved with limited detriment to business development delivery. Estimated saving = £ 4,500
29	<p>Duty Manager – Core Hours Reduction Model</p> <p>Following a reduction in the number of DMs, the rotas are being reviewed with a view to reducing the number of FTEs. This process cannot be completed until the Business Development Manager and Operations Manager posts have been recruited to</p> <p>These posts are currently out to advert with a commencement date of 12 November</p>	Nov 2018	Duncan Gibb	Officer time	Duty Managers don't buy into / challenge the directive	Advance consultation to secure buy in. Potential for delay	N/A	Reduced levels of staffing expenditure. Estimated year saving is £6,000
30	<p>Migration of Admin Resource To Reception</p> <p>Following the retirement of a receptionist who will leave in November, consideration is being given as to how many of the shifts can be covered by Admin staff as part of their normal duties</p>	Nov 2018	Duncan Gibb	Officer time	HR advise that the proposal is not acceptable and the hours need to be advertised to the wider Reception team	Delayed process, with the potential that Admin staff do not secure the hours	N/A	Reduced levels of staffing expenditure – value £ 3,000 Following the recent resignation of a receptionist (22 hours per week)

								further migration of Admin hours to reception are being considered in advance of the likely reduction of Admin resource within the new providers proposed structure
3 1	<p>Sports Attendant Review @ HPLC</p> <p>A review of the Sports Attendant rotas was undertaken in order to identify any efficiencies aligning as closely as possible to the new operators proposed model</p>	November 2018	Neil Harris	Officer time	Lack of buy in from contracted sports attendants.	Retain existing rotas in advance of migration across to the new operator.	Monthly briefings	<p>Sports Attendant rotas at HPLC are either in line with or afford a saving on the proposed SLM model</p> <p>+</p> <p>Efficiencies are realised within the current year.</p> <p>The revised rotas provided an overall weekly core hours figure of 246 compared to SLM's proposed model of 257.375.</p> <p>+</p> <p>Estimated in year saving is £3,000</p>

OPERATIONAL EFFICIENCIES

Area Of Delivery	Intervention
NWLSA	Endeavoured to migrate private lessons / private lesson waiting list across to mainstream lessons
Birthday Parties	Added an 'adult bolt on' to pool parties whereby parents could book the health suite whilst the party is in situ
3G Pitch	Mailshotted all local clubs with an offer of discounted pre-season training block and one off hire
Treatment Room	Mailshotted all local practitioners (working from home) with a low cost hire offer
Catering	Extended our external catering offer to local businesses via the corporate membership base
Secondary Sales	Introduced new stands at both sites and a revised point of sale point at HLC
Football Leagues	Introduced a two division format to retain poor performers and attract new teams
Pool Parties	Focused on the 'offer' during a number of high profile media coverages
Cross Pollination	Promoted soft play, parties and the bar (functions) to our fitness and NWLSA member base.

Appendix B

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

Reference No.		Description				Call wait time service level – the % of customer calls that are answered within a given time										
Lead Officer		Tom Shardlow				Date Plan Completed		24/01/2018								
Performance Out-turn		2018/19					2019/20					2020/21				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target		70% in 30 secs	70% in 30 secs												
			90% in 60 secs	90% in 60 secs												
	Actual		49% within 30 secs	66.5% within 30 secs												
Explanation of Current Performance		Though current performance is not at target level it is considerably better than last quarter and dramatically better than what has been experienced by customers historically. Performance improvements will continue as the Customer Services team work hard to continue to improve their responsiveness. It is anticipated that this ambitious target will be met over Q4 or Q1.														
Interventions in the last 3 months and evaluation of impact		Very good level improvement. 17.5% increase on SLA 1 and 31% increase on SLA 2. Measures are effective at improving as demonstrated. No further intervention required at this stage.														

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
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APPENDIX C

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

Reference No.		Description	Building confidence in Coalville – shop front grants (businesses engaged)													
Lead Officer		Barrie Walford	Date Plan Completed	25.01.19												
Performance Out-turn		2018/19					2019/20					2020/21				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target	10	10	10												
	Actual	8	0	0												
Explanation of Current Performance		<p>Zero companies against a target of 10 have been engaged in Q3 in relation to shop front grants. This is because the scheme has not been actively promoted to enable a review of processes to take place.</p> <p>The lead project officer in consultation with the Business Focus Manger, the Head of Economic Development and the Director of Place agreed to pause the delivery of the Coalville Shopfronts programme to allow for a mid-point review to be completed.</p> <p>The review highlighted a number of recommendations to improve the efficiency in managing, administering and delivering the scheme.</p> <p>Project officers will be preparing a paper for Cabinet to present the mid-point review and seek approval to amend the scheme.</p>														
Interventions in the last 3 months and evaluation of impact		Scheme halted to enable review.														

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	Complete changes to scheme processes	Dec. '18	Business Focus	Internal staff resource	Lack of staff resource	Prioritise work	Business Focus work plan updates to Head of Service	Scheme improved to reflect findings of mid-point evaluation
2	Relaunch scheme	May. '19	Business Focus	Internal staff resource	Cabinet approval	Consult members before finalising scheme	Member approval followed by quarterly reports	Scheme relaunched in 2019 and eligible shop fronts improved

1	A new Enterprising scheme will be launched in Spring 2019	Spring 2019	Business Focus	Business Focus capacity and funding allocated to Business Focus reserves	Lack of staff resource	Work has been scheduled as part of the Business Focus 2019/20 Team Plan	Business Focus work plan updates to Head of Service	Relaunch of a new grant scheme and eligible business assisted to grow
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APPENDIX E

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

Reference No.		Description	Business and Jobs – Enterprising Town Centres businesses engaged													
Lead Officer		Barrie Walford	Date Plan Completed	25.01.19												
Performance Out-turn		2018/19					2019/20					2020/21				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target	20	20	20												
	Actual	0	0	0												
Explanation of Current Performance		<p>Zero businesses have been engaged through Enterprising Town Centres. Due to high levels of initial demand and applications to the fund, the grant scheme closed early. Therefore the scheme has not been actively promoted. Enquiries for funding are still being managed by the Business Focus team and funding enquiries are being directed to alternative funders and also to the LLEP business Gateway for support.</p> <p>Whilst the funding has closed to new applicants, the business support element of the initiative is still being delivered. Town Centre Businesses are receiving specialist 1:1 advice and a series of 1:1 workshops are being delivered across NWL Market towns.</p>														
Interventions in the last 3 months and evaluation of impact		Scheme halted due to the high levels of demand for the fund and allocation of grant funding.														

INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS

	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	A new Enterprising scheme will be launched in Spring 2019	Spring 2019	Business Focus	Business Focus capacity and funding allocated to Business Focus reserves	Lack of staff resource	Work has been scheduled as part of the Business Focus 19/20 Team Plan	Business Focus work plan updates to Head of Service	Relaunch of a new grant scheme and eligible business assisted to grow

APPENDIX F

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS – Air Source Heat Pump project.

Reference No.		Description	Replacement of solid fuel central heating systems in tenants homes with electric air source heat pumps and focal point fires													
Lead Officer		Karen Cannon	Date Plan Completed	23 January 2019												
Performance Out-turn		2018/19					2019/20					2020/21				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target	78	71	57												
	Actual	82	57	57												
Explanation of Current Performance		Outturn performance in Q3 has met expectations, and the anticipated number of installations within this period has been met. The reduced target for Q3 compared to previous quarters relates to the wind down and close down over the Christmas period. Everwarm installation team will be back up to full capacity from the New Year.														
Interventions in the last 3 months and evaluation of impact		Issues that arose during Q1 and Q2 regarding installations were successfully resolved. However, the performance of the installations in Q3 identified an issue relating to system flushes that had not been completed properly. This led to blockages and some systems breaking down. This has been resolved and no further issues have occurred. Nonetheless the KPIs, including resident satisfaction have remained at 98%.														