



<b>Title of Report:</b>	<b>Performance Improvement Objectives 2022/23 update</b>
<b>Committee Report Submitted To:</b>	<b>Corporate Policy and Resources Committee</b>
<b>Date of Meeting:</b>	<b>25 October 2022</b>
<b>For Decision or For Information</b>	<b>For Information</b>

<b>Linkage to Council Strategy (2019-23)</b>	
Strategic Theme	- Improvement and Innovation - Healthy, Active and Engaged Communities
Outcome	Citizens and communities will be centrally involved in Council's planning and decision-making processes
Lead Officer	Head of Performance

<b>Budgetary Considerations</b>	
Cost of Proposal	
Included in Current Year Estimates	<b>YES/NO</b>
Capital/Revenue	
Code	
Staffing Costs	

<b>Screening Requirements</b>	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date:
	EQIA Required and Completed:	Yes/No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date:
	DPIA Required and Completed:	Yes/No	Date:

## **1.0 Purpose of Report**

- 1.1 The purpose of this report is to present to Elected Members for information a mid-year update on progress against Council's 2022/23 Performance Improvement Objectives.

## **2.0 Background**

- 2.1 These 5 Improvement Objectives for 2022/23 were agreed by Council in June 2022 and form part of Council's Performance Improvement Plan for 2022/23.
- 2.2 Council is committed to regular reporting on Objectives such as these, and furthermore a year-end report will be provided for Council in June 2023.

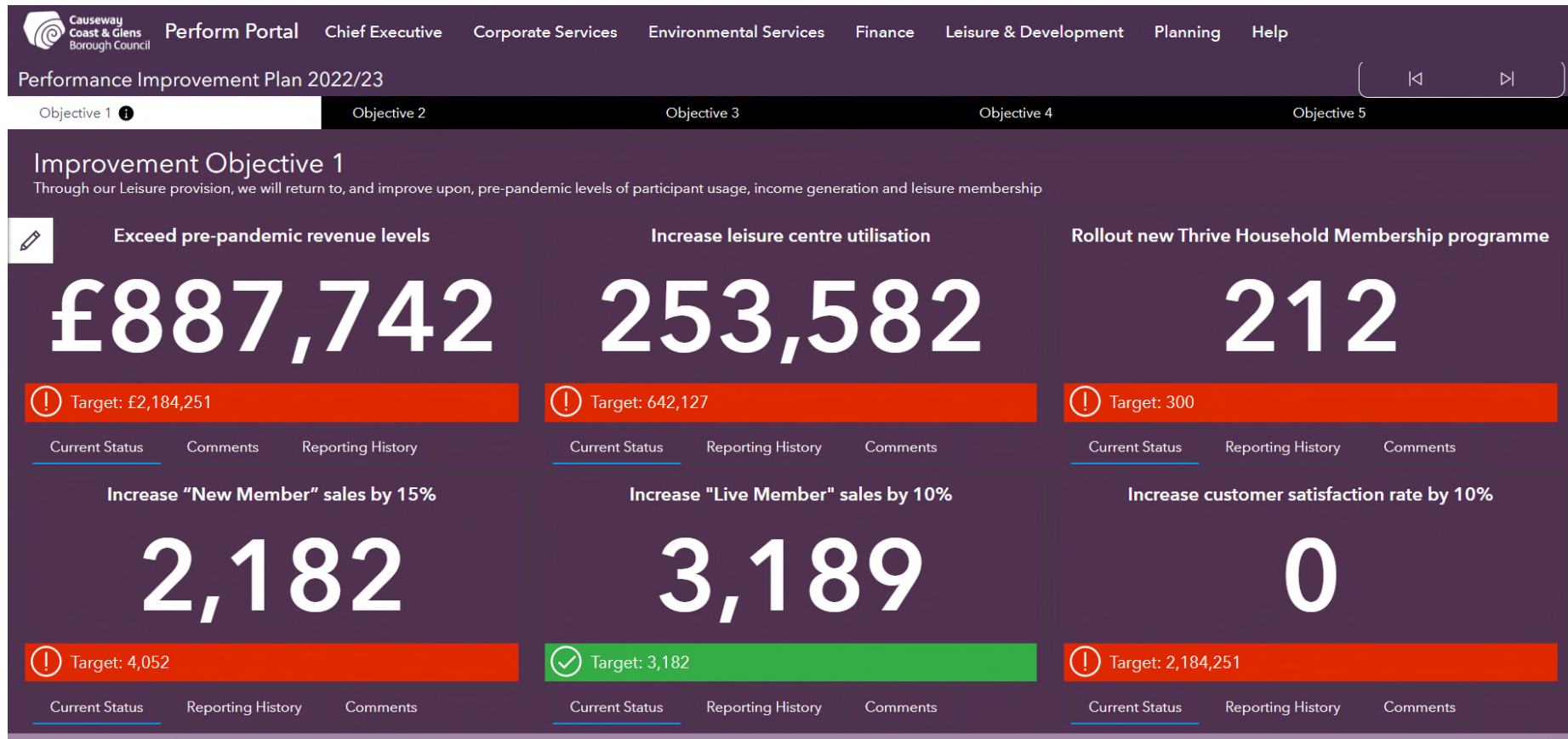
## **3.0 Recommendation**

**It is recommended** that Elected Members note the updates as set out in Appendix 1 attached.

## Appendix 1

### Performance Improvement Objectives 2022/23 – October 2022 Updates

**Improvement Objective 1** (note that performance illustrated in PERFORM dashboards below are against annual targets)



### **2022/23 Performance Improvement Objective 1**

Through our Leisure provision, we will return to, and improve upon, pre-pandemic levels of participant usage, income generation and leisure membership

#### **October 2022 Update**

#### **Outcomes and Outputs**

Council is performing well in relation to the planned outcomes and outputs listed. The data available up to period 6 demonstrates improvements across all outputs relevant to leisure membership.

Period 5 management accounts show income generation as slightly below target, however as the service enters a busier time of the year and with the launch of the household membership, the expectation is that income target will be exceeded. As with income, utilisation figures are slightly below period target, with the expectation that they too will exceed projection by year end.

#### **Outcomes and Outputs (The things that we will measure and do in 2022/23)**

##### **Update October 2022**

- 3 Special Promotions year to date including 'First Month Free' 'Summer Campaign 4 Months for price of 3' 'Thrive Household Membership' Launch.
- Number of 'Live' Memberships (active direct debits) increased from 2,893 to 3,182.
- Number of new leisure members (sales) currently 2,182 or 54% of annual targeted increase.
- Review of sites equipment completed through shadow bid exercise.
- Upgrade of Coleraine Leisure Centre gym and equipment completed September 2022.
- 6% price increase implemented April 2022
- Thrive Household Membership launched September 2022
- Period 5 income, £887,742 projection based on year to date expected to be £2,130,580, with the launch of the household membership income expected to exceed per pandemic levels.
- Period 5 utilisation, 253,582 projections based on year to date expected to be 608,597, with the launch of the household membership income expected to exceed per pandemic levels.
- The launch of the new household membership has contributed to a significant gain in those classed as holding a 'live' membership. The out workings of that show a gain in social value to £2,201,564.
- 'Thrive' Household membership launched in September 2022, membership has been available to purchase for 5 weeks, 212 sales to date well above March end target.
- At period 6, 'New' sales currently 2182 or 54% of annual target.

- At period 6, 'Live' Memberships or Active direct debits increased from 2893 to 3,189, exceeding annual target at half way point.
- Monthly attrition rates have remained consistent at 5% - 6% year to date. Updated Customer Survey still to complete.

### **Risks**

The main risks associated with achieving the outcomes are not uncommon to most service industries at present. The 'cost of living' crisis may mean individuals may not have the income to continue to invest in their Health & Fitness.

The rising costs of fuel continues to effect the service with expected overspends on budget. An Energy Management working group has been set up to analysis how the 3 leisure centres are using energy and explore ways in how we can improve both consumption and costs.

Ensuring that Council retains enough suitable trained staff to not only deliver the service but allow the Service to deliver the outcomes listed remains an issue. Management continue to offer National Pool Lifeguard Qualifications and will also deliver a Swim Teachers training course in the coming weeks. As Council and Trade Unions have agreed the new terms and conditions for Sport & Wellbeing, implementation of same will allow recruitment of new staff to commence.

### **Service Level Delivery**

The listed outcomes and outputs were agreed by the Head of Service and relevant managers within the team. The Sport & Wellbeing facility management team along with assistance from the business support and commercial managers ensure that updates on the outcomes are discussed at monthly staff meetings. An updated Monthly Membership KPI document is used to track progress and communicate through the team.

All new Special Promotions are again agreed at Management level, with a pre promotion, during promotion and post promotion workplan now established. Front line staff are informed of sales progress each month.

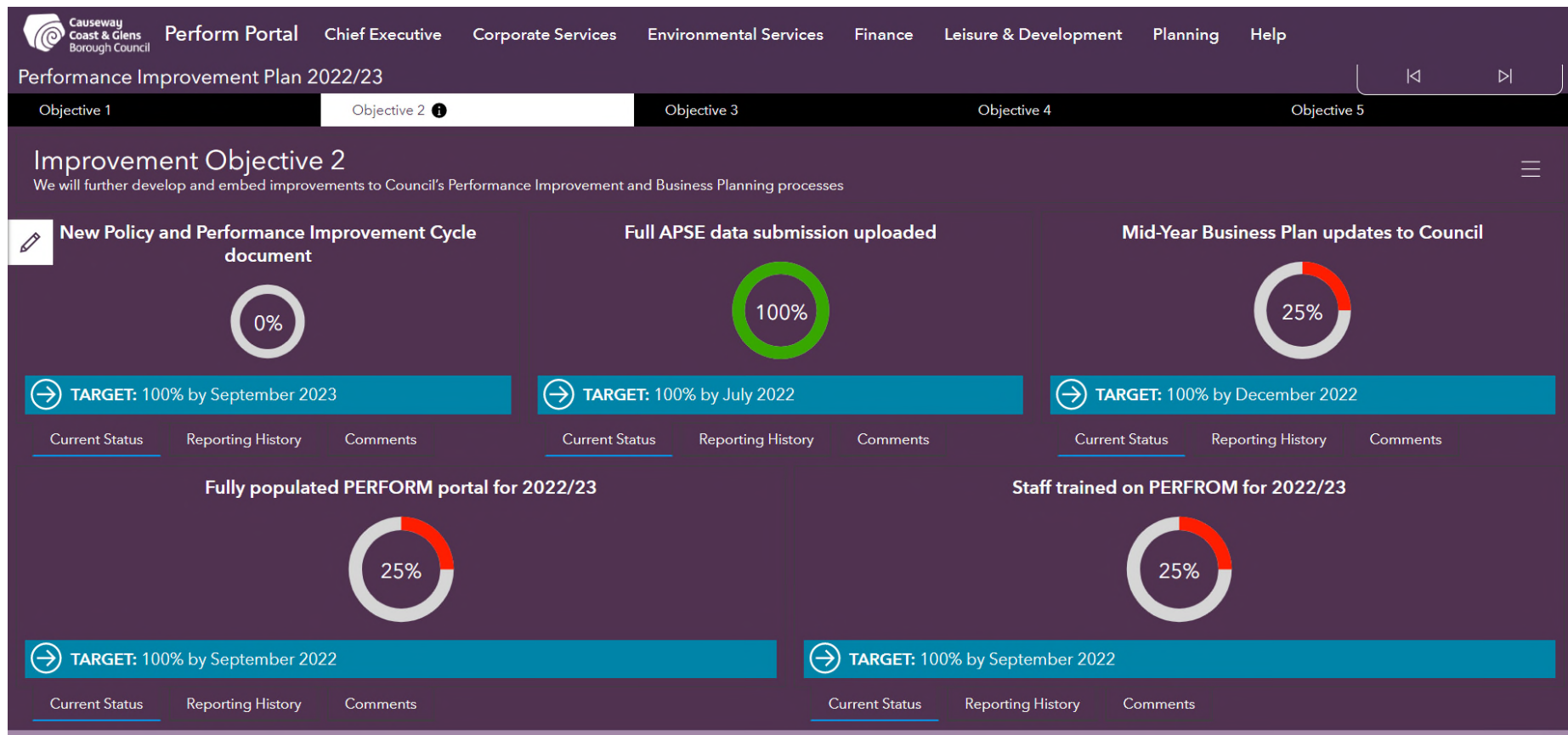
### **Reporting**

Progress updates are presented to the Head of Sport and Wellbeing on a monthly basis. The Head of Service will then provide a verbal update to Director of Leisure & Development.

### **Budget**

The budget for the work is included with the facility budgets for the 6 main leisure sites. These budgets are managed by the site specific Leisure Operations Managers

**Improvement Objective 2** (note that performance illustrated in PERFORM dashboards below are against annual targets)



**2022/23 Performance Improvement Objective 2**

We will further develop and embed improvements to Council's Performance Improvement and Business Planning processes  
**Progress Report October 2022**

**Outcomes and Outputs**

Council is progressing well with most of the outcomes and outputs presented here. It is important to note that this Improvement Objective is a rolling Objective which is part of a multi-year approach to advancing the Performance and Reporting culture of the organisation.

Mid-year analysis highlights the work required to meet our expanding needs in terms of utilisation of our Perform software, and this will be a focus for Q3 and Q4.

**Risks**

Proposed or possible changes to the Performance Duty legislation that is delayed due to lack of sitting Assembly. This will lead to a likely change in our policy of framework, but in the meantime, we continue to press ahead with current arrangements.

Reliance on the time and expertise of other colleagues. This is managed through communication and agreements with other colleagues in terms of reporting deadlines and technical assistance for software development.

**Service Level Delivery**

This Improvement Objective is managed centrally by the Performance Team, with a network of key colleagues spread across the organisation.

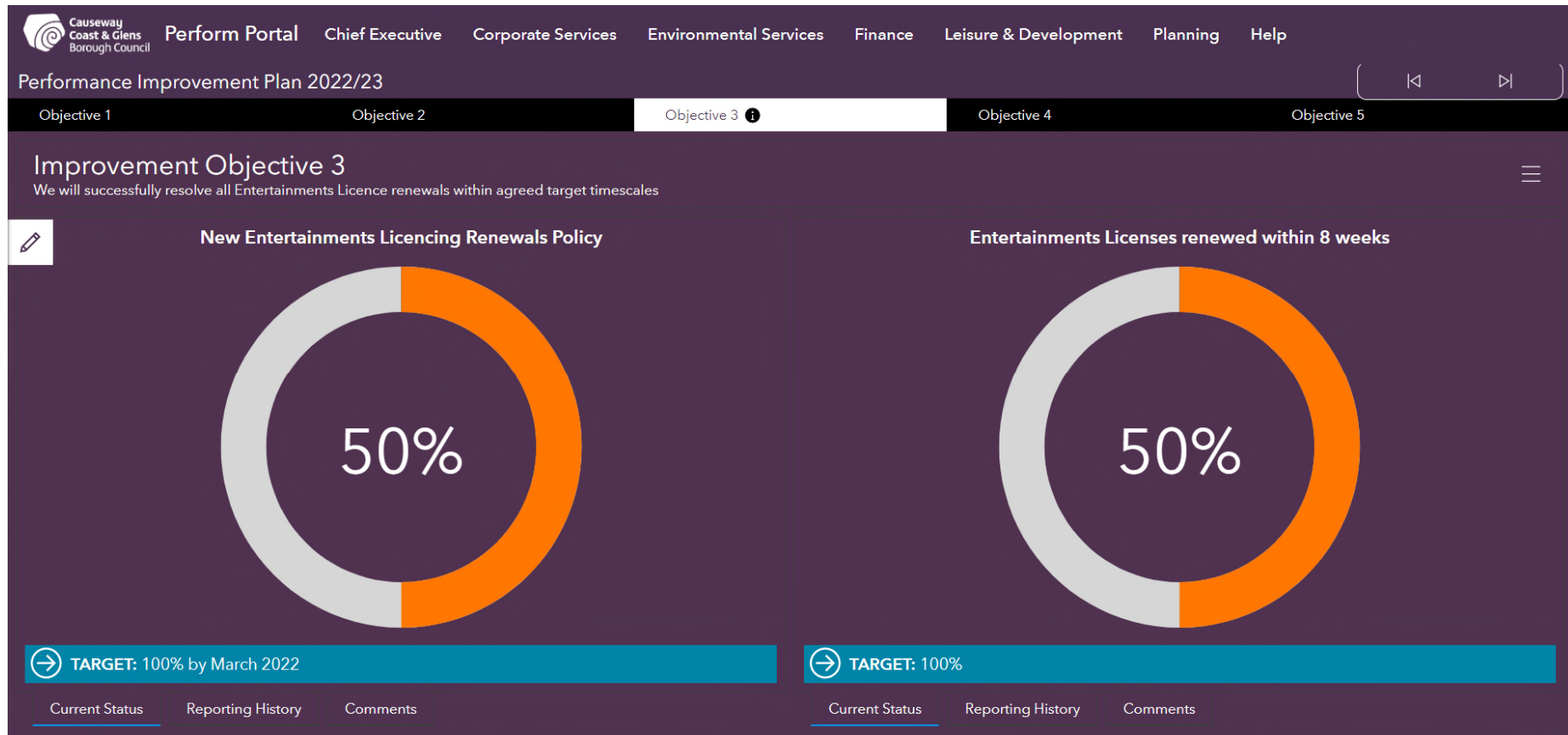
**Reporting**

Progress is reported in regular Performance Team meetings as well as mid-year and annual reporting to CPR Committee as part of the Improvement Objectives update.

**Budget**

The specific budget for this work is in relation to staff time and resource, which is managed at the Service Level. There are also agreements in place to pay for the APSE Benchmarking Network membership.

**Improvement Objective 3** (note that performance illustrated in PERFORM dashboards below are against annual targets)





**2022/23 Performance Improvement Objective 3**

We will successfully resolve all Entertainments Licence renewals within agreed target timescales

**October 2022 Update****Outcomes and Outputs**

Previous procedures and interpretation of the relevant legislation permitted premises either tacitly or explicitly to continue having entertainment on premises without a legal entertainments licence in place. This exposed the premises and Council to liability.

A new procedure for dealing legally and effectively with entertainments licences was introduced whereby premises that failed to make a valid application for renewal were advised that they no longer had a valid entertainments licence in place and were given 8 weeks to renew a licence or the licence was cancelled and the application had to be progressed as a Grant of Entertainments Licence

27% of applications in 2021/2022 obtained valid renewals or grants within this 8 week period

Since April 2022 until September 2022 this figure has risen to 45.5%

This is a significant improvement in the number of premises who obtain a legal and valid entertainments licence within a specified period

The policy for entertainments licencing is not completed and is still a pending work activity

**Risks**

The risks to the delivery of this work have been identified as premises having to adapt and comply with a new way of obtaining a valid entertainments licence.

We anticipate that the continued implementation of this procedure will result in higher rates of compliance in the following years.

The mitigation in place is that officers and advisory correspondence now highlight this new procedure and advise businesses on how to comply

**Service Level Delivery**

Correspondence to businesses have been adapted to advise them of this new procedure

Officers in Council are now actively engaging with businesses to advise them of this new procedure and how to comply

This work is actively being progressed through team meetings and written advice to officers to effectively implement the new process

The Senior Environmental Health Officer and Manager are actively providing advice and encouragement to officers to implement this

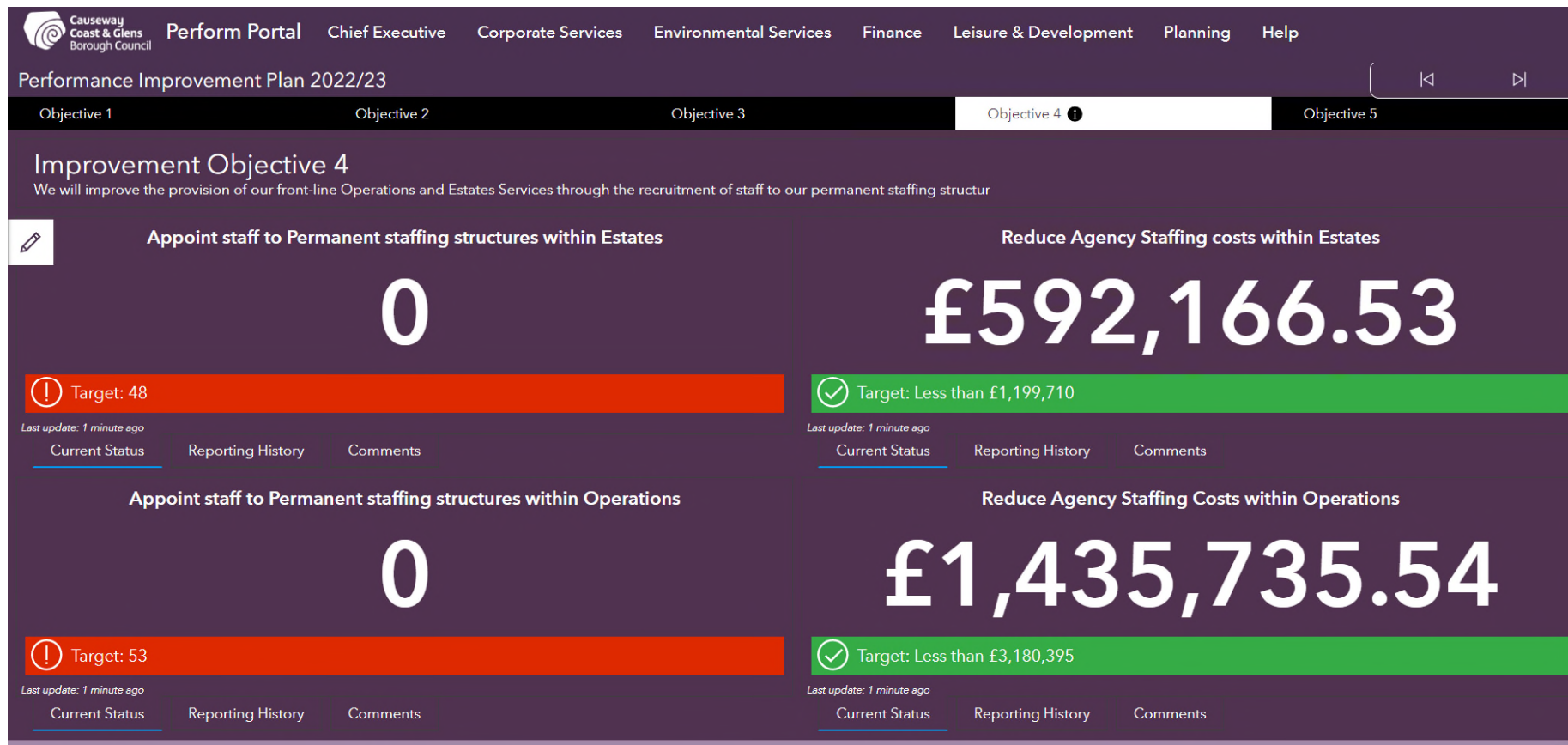
**Reporting**

Progress is reported to the Head of Service at regular planned team meetings

**Budget**

No specific budget is in place and no specific resource is required as this is a simple change in operational arrangements

**Improvement Objective 4** (note that performance illustrated in PERFORM dashboards below are against annual targets)



**2022/23 Performance Improvement Objective 4**

We will improve the provision of our front-line Operations and Estates Services through the recruitment of staff to our permanent staffing structure\*

**Progress Report October 2022****Outcomes and Outputs**

Work is ongoing between Estates and Operations management and ODHR to move permanent staff across from legacy job roles to new CCG jobs with associated new T&Cs. On completion, work will then continue to fill remaining vacant posts.

\*To date, 152 employees have been assimilated to the newly agreed Terms and Conditions, which is an important first step in this process.

Council has agreed a Vacancy Control process that allows agency workers the opportunity to apply for permanent posts through an internal trawl mechanism.

Given the complexities of moving staff to new roles (agreeing job description, grades, T&Cs etc) it has taken longer than anticipated, however recruitment has commenced for the remaining vacant permanent roles within the structure.

Remaining posts should be filled by end of financial year

Please see dashboard immediately above for update on current Agency spend.

**Risks**

The main risk associated is the pace of recruitment.

Work has been on-going preparing for recruiting new staff while issues with moving existing staff are addressed.

**Service Level Delivery**

Work is ongoing between Estates and Operations management and ODHR to move permanent staff across from legacy job roles to new CCG jobs with associated new T&Cs. On completion, work will then continue to fill remaining vacant posts.

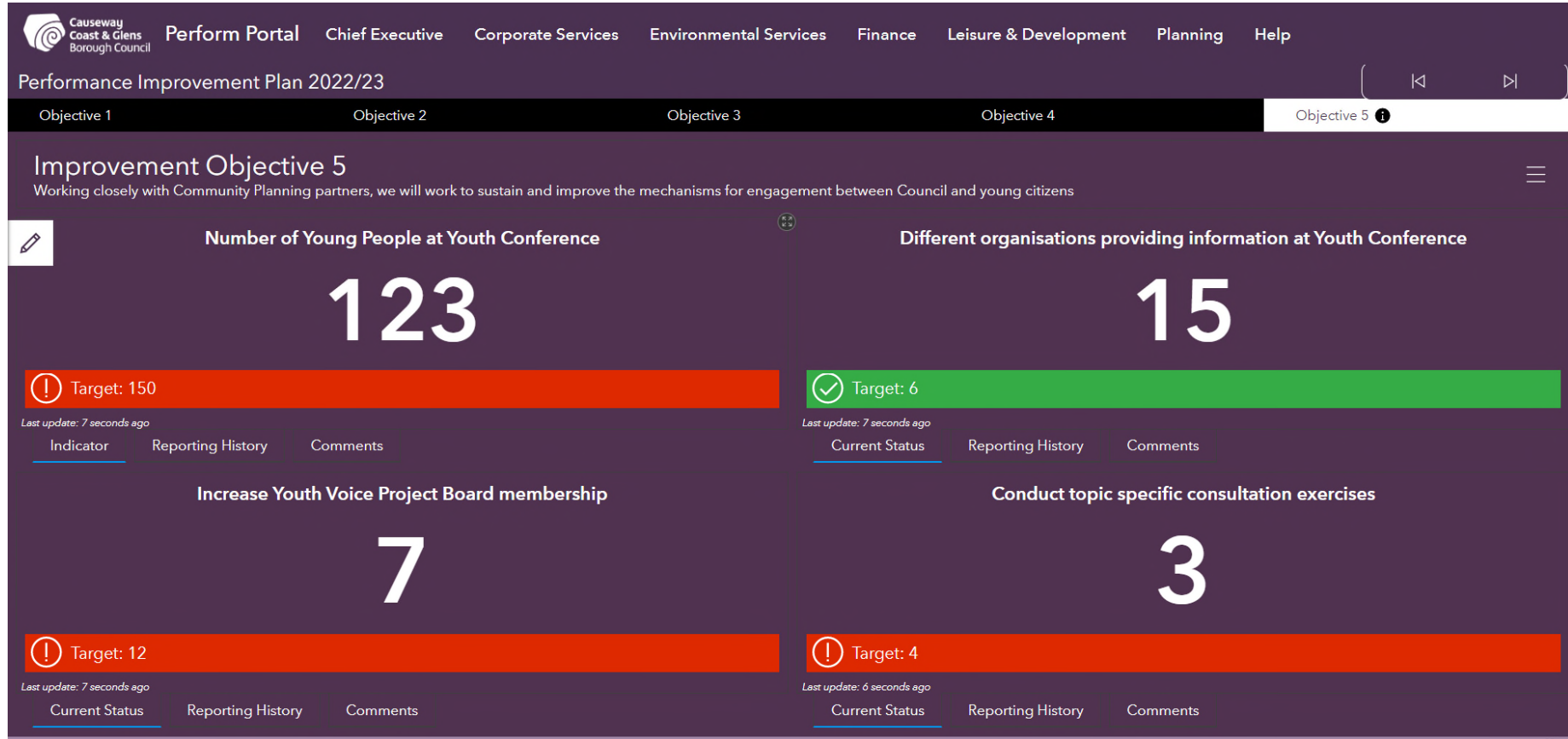
**Reporting**

Regular Report quarterly to Council via Corporate Policy & Resources committee

**Budget**

The budgetary requirements here are being met through staffing resource and time in ODHR and Environmental Services Directorates. This project has been committed to and will be delivered.

**Improvement Objective 5** (note that performance illustrated in PERFORM dashboards below are against annual targets)



Improvement Objective 5 – October 2022 Update

April-June 2022 analysis

What did we say we would do?	How much did we do?	How well did we do it?	So what? What difference has this made?
<i>Action cited from Delivery/Action Plan</i>	<b>Quantity of effort:</b> i.e. <u>number</u> of local people who benefited from a project or programme or the <u>number</u> of activities carried out	<b>Quality of effort:</b> i.e. the <u>percentages</u> of activities delivered on time, levels of attendance, satisfaction, adherence to standards	<b>Impact:</b> i.e. anecdotal evidence; quotes; surveys etc
More young people are empowered to become active citizens	Total number of youth voice members: 12  Number of weekly meetings: 8  Number of Participation events: 3	Up to 50 % average attendance at weekly meetings due to Exam pressures and additional work commitments.  100% satisfaction from participants who attended each of the events and feedback very positive.	Feedback from young people indicated that they are still satisfied with the process thus far and are excited about more face-face events, stakeholder engagements and training to coincide with the induction of new members and the conference. “This what I had Envisioned Youth voice to be when I signed up, doing conferences and identifying issues and having our voices heard”. (Ethan Keenan – Youth Voice member & secretary). “We have enjoyed the face to face sessions more and we have been much more productive, and we can see the benefit of our efforts” (Daniel Devenney - Chair). “I feel we are having our voices heard now and we feel supported

			by a huge number of people including EA, schools etc and its important that we celebrate it and promote what we did.”. (Hannah Ruth Mullin - PR).
More young people’s leadership, citizenship and communication skills are developed	<ul style="list-style-type: none"> <li>• Conference planning meetings with BNL and production of conference key theme videos 7 participants.</li> <li>• Youth Voice conference ‘Our Voice Our Space’ – Coleraine Conference centre – 27<sup>th</sup> June 2022 – 7 members present – 116 post – primary school children present.</li> </ul>	75% increase of those who have developed leadership skills 75% increase of those who have developed Citizenship skills 100% increase of those who have developed Communication skills	Discussions with participants indicated that they feel apart of the decision- making process when developing the action plans, spending budgets, and deciding on conference content. “We feel more empowered to make decisions for ourselves, take on roles of responsibility and have improved confidence and self-esteem doing something positive for the community”. (Ethan Redmond – Secretary).
Increase proportion of young people on the Youth Council who feel they have influence over local decisions	4 Youth Voice members on CC&G LAG. Meeting on 25 <sup>th</sup> April 1 participant sitting on Small Grants Panel.  Members have recorded responses from conference to take forward key actions.	100% of those feel they have had an influence over decisions.	“we were able to choose the issues that we wanted to focus on and decide how we wanted the conference to look, identity was very important to me so I was pleased that we got to create the video content on identity ”. (Charlize Wilson – Youth Voice Member). “now that we have the responses from pupils and adults, we can use them to influence local decision makers to make these positive changes happen”. (Joshua McKeever – Youth Voice Member).



Increase the number of young people who successfully achieve accredited and non-accredited courses	Informal training on film making and conference planning.		
Quarterly Overview: Youth Voice members had spent this quarter working hard on the Youth Voice Conference including several planning meetings, recording and the production of issue based videos, promotional materials and deciding on conference format and delivery staff; culminating in the successful conference delivered on 27 <sup>th</sup> June 2022. 3 New members were recruited this quarter.			

### July-September 2022 analysis

What did we say we would do?	How much did we do?	How well did we do it?	So what? What difference has this made?
	<i>Quantity of effort: i.e. number of local people who benefited from a project or programme or the number of activities carried out</i>	<i>Quality of effort: i.e. the percentages of activities delivered on time, levels of attendance, satisfaction, adherence to standards</i>	<i>Impact: i.e. anecdotal evidence; quotes; surveys etc</i>
More young people are empowered to become active citizens	Numbers taking part in consultations: 3 (university of Norwich environmental impact)	100% satisfaction Full attendance from young people at this evening	Findings have been shared within the Local Youth Service and external stakeholders "I really enjoyed this consultation and it was really different to any consultation I had been involved in the past"
More young people's leadership, citizenship and communication skills are developed	3 YV members engaged in summer provisions within the local youth service	100% satisfaction	Increased confidence and leadership skills Great knowledge of Youth work as a career path
Increase proportion of young people on the Youth Council who feel they have influence over local decisions	Numbers taking part in consultations: 3	Members spend time to develop action plans from September forward	Clearer lines of communication with a variety of contacts within the council and other key stakeholders

Increase the number of young people who successfully achieve accredited courses	2 YV members completed OCN qualifications with TBUC Ambassador programme Members enrolled in the EPIC awards for time volunteered	100% satisfaction	Increased access to decision making and planning Increased awareness to local and global issues Leadership and communication
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**Quarterly Overview:**

Many members of youth voice were unavailable over the summer period due to summer jobs and preparation for university as a result there was less meetings than normally would have been. However, youth voice members were engaged in other programmes within the Youth Service such as Summer programmes in Limavady and Coleraine and TBUC Ambassadors programme. Members took part in a consultation with the University of Norwich along with Liz Weir as a story telling consultation based on the environmental impact that can be observed in Northern Ireland over recent years. Plans are in place for the upcoming quarter and to reengage with wider group of the youth voice and begin to focus on the campaign part of the programme

**2022/23 Performance Improvement Objective 5**

Working closely with Community Planning partners, we will work to sustain and improve the mechanisms for engagement between Council and young citizens  
October 2022 update

**Outcomes and Outputs**

Please see the Dashboard and OBR tables above

**Risks**

The most significant and current risk is the membership. This is the nature of such a programme with young people moving on to college, University and/or employment. To address this a new recruitment campaign is in the planning stage and will be completed by late January 2023, with a new cohort of Youth Voice Council members taking up their roles in February 2023.

The funding model for this work will not be sustainable with likely budget cuts in EA, so we may have to source other funding streams in the future. This is being monitored through Community Planning arrangements.

**Service Level Delivery**

This is a joint approach, based on Community Planning principles, with leadership and input from the Education Authority and the Council.

**Reporting**

Quarterly OBR reports are published as illustrated above, and reports are presented to Council on a regular basis through the Community Planning reporting arrangements.

**Budget**

The youth voice is currently funded by EA, with a small budget set aside from community planning for use of facilities etc. Furthermore, there is resource allocated through Council staff time.

However, the funding model will not be sustainable with likely budget cuts in EA, so we may have to source other funding streams in the future.