



PERFORMANCE IMPROVEMENT PLAN 2023-2024

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Foreword from Chief Executive

As a local Council, Armagh City, Banbridge and Craigavon Borough Council has a legal duty to publish improvement objectives each year. We continue to be committed to 'making things better, delivering better and making services better...using our best efforts to deliver efficiently, economically and to an excellent standard.

During 2022/23, we reviewed our service areas, identified and consulted on key areas for improvement, outlining what we would do, how we would measure and most importantly how citizens will benefit from these improvements.

As a result, this year we have identified four Performance Improvement Objectives (PIOs) for 2023/24:

PIO1: *We will reduce the average number of days' sickness absence lost per employee.*

PIO 2: *We will improve the processing times for building control and planning applications.*

PIO 3: *We will develop a Net Zero Roadmap Analysis and agree recommendations to begin to reduce Council's emissions in a cost and carbon effective way.*

PIO 4: *We will improve our Communications to our customers on Waste Management.*

We are keen to ensure our performance improvement objectives have a positive impact on the quality of life for all stakeholders across the Borough. We want to give surety to residents, businesses and all our stakeholders that we are fully committed to continuous improvement.

As our local communities continue to deal with everyday social and economic burdens, and the impact of the 'Cost of Living Crisis', it is therefore even more important to clearly demonstrate Council's commitment to providing support to local communities and businesses.

We will continue to work to improve our staff attendance figures.

We are committed to supporting our local businesses, investors and ratepayers by improving our planning and building control application processing times.

We also want to progress our commitments to make our Borough greener and cleaner to minimise the impact on climate change.

Waste management is a service provided to every household in the borough, so it's vital we learn from residents' feedback and improve our communications in relation to this service area.

The delivery of this Plan will require us to work with a wide range of partners including our staff and trade unions. We will report on this in our annual self-assessment report which will be published in September 2024.

A handwritten signature in black ink, appearing to read 'R Wilson', with a horizontal line underneath.

Roger Wilson, Chief Executive 26th June 2023

Introduction

This Performance Improvement Plan explains what we hope to achieve, how we plan to deliver it and how our citizens/other stakeholders will be better off as a result. It focuses on the key areas identified for improvement through our corporate and business planning processes, data analysis and stakeholder engagement.

In this document we present our Performance Improvement Objectives for 2023 - 24 in line with our statutory duty under the Local Government Act 2014 to publish an annual Performance Improvement Plan. As per Department for Communities (DfC) Government Guidance, Council's improvement objectives for 2023/24 were based on a strong evidence base, an understanding of our citizens' needs, correspond directly with Council's priorities, and selected on basis of critical self-analysis. This resulted in Council's Approval of 4 proposed improvement objectives for 2023-24. An 8 week public consultation exercise was then undertaken from 1 March to 26 April 2023.

In drafting the performance improvement objectives, we took cognisance of the DOE Guidance (March 2016), the Borough's Community Plan and Council's Corporate Plan. Council continues to support the recovery of the organisation and wider Borough post pandemic and in a new 'cost of living crisis'. Reference was also made to information relevant to Council operational delivery such as regional strategies, previous performance, ongoing business planning and strategies. The process and timeline is explained in more detail later in this document.

This process enabled us to identify four proposed Performance Improvement Objectives for 2023-2024, which as mentioned above were subject to a public consultation. An analysis of the responses and feedback provided has been carried out and has provided assurances that our proposed Improvement Objectives for 2023-2024 are appropriate. Comments and feedback have been summarised and forwarded to relevant departments and business units for consideration in line with their business plans. More detail on the consultation process and responses can be found at Appendix 2.

Duty to Improve & Continuous Improvement

In line with the Statutory Duty to put in place arrangements for continuous improvement, each year Council is required to develop a Performance Improvement Plan (PIP).

The PIP identifies objectives for the year ahead and Council's actions to meet these objectives. The development and publication of this PIP assists Council in meeting its statutory obligations in relation to Part 12 of the Local Government Act (NI) 2014. It is aligned to the Community Plan outcomes and Corporate Plan objectives and is subject to, and informed by, public consultation.

Paragraph 45 of the current guidance for Local Government Performance Improvement (Local Government Circular 21/2016) states the suggested date for councils to publish their Improvement plan is by the end of June. The Department for Communities (DfC) wrote to the 11 councils (April 2023) to confirm, *'given the need to consult, as well as taking account of the upcoming local government elections on 18th May 2023, it is confirmed that the publication date be moved from 30th June 2023, to no later than 30th September 2023'*.

At the time of correspondence, our consultation was already commenced and therefore confirmed our commitment to publish by the original 30th June 2023 deadline.

The NIAO Audit & Assessment Report 2022-23 relating to Council's statutory duty for continuous improvement and Certificate of Compliance was received by Council in November 2022. The report summarises the work of the Local Government Auditor (LGA) on the 2022-23 performance improvement audit and assessment undertaken in September-November 2022.

The report considers the wider statutory duty and focused on the Councils Performance Improvement Plan 2022-23 and Self-Assessment Report for 2021-22 and sets out LGA findings and conclusions. Contained with the report are detailed observations on thematic areas and contains one proposal for improvement ¹. It should be noted the proposals for improvement do not constitute as formal recommendations.

¹ The Council should ensure in future that each improvement objective and its underlying projects are focused on outcomes for citizens and achievement of the objective can clearly demonstrate improvement.

The Certificate of Compliance outlines that the Council has discharged its duties in last year in connection with improvement planning and publication of improvement information and acted in accordance with the Department for Communities' guidance sufficiently.

Appendix 3 shows how through Council's Strategic Management Approach performance improvement plans link to the Council's Corporate Plan and other strategies. Council's Performance Management Framework 2019 details how all the arrangements and governance elements within Council work towards continuous performance improvement. You can access the Performance Management Framework [here](#). The Framework is currently being reviewed and updated and will incorporate a new focus on the use of data to become a Performance and Quality Management Framework.

Progress with Council's Improvement Objectives 2022/23

As per Department for Communities (DfC) Government Guidance, Council's improvement objectives for 2023/24 are based on a strong evidence base, an understanding of our citizens' needs, correspond directly with Council's priorities, and selected on basis of critical self-analysis.

This resulted in Council proposing 4 improvement objectives which were subject to public consultation exercise. Where an improvement objective has not been taken forward from 2022-23 to 2023-24 or has changed focus, the reasons are outlined below.

Please note details of the progress on the 2022-23 performance improvement objectives will be contained within our 2022-23 Annual Performance Self-Assessment Report due to be published by end of September 2023.

PIOs 2022/23	PIOs 2023/24	Progress /Rationale	Status
<p>PIO1: We will improve the availability of more inclusive services for those with Autism and their carers.</p>		<p>Council has made significant progress with this performance improvement objective throughout 2021/22 and 2022/23.</p> <p>Mid-Year Performance Reports provides evidence the PIO is on track to achieve meet target set for year-end 2023.</p> <p>Regular meetings of Autism Friendly Working Group are taking place, progress reports discussed and presented to relevant Service Committees, resulting in improved services to those</p>	<p>Removed.</p> <p>This improvement objective has not been carried forward to 2023/24.</p>

		<p>with Autism and their carers is mainstreamed into Council delivery.</p> <p>This improvement objective is now mainstreamed into Council availability of services that includes a wide range of people with disabilities.</p> <p>For this reason it was decided not to carry forward this improvement objective to 2023-24.</p>	
<p>PIO2: We will increase the number of people participating in sport and physical activity from groups least likely to participate and maintain or increase the number of quality accreditations for outdoor places and indoor spaces.</p>		<p>The delivery of the Get Moving ABC Framework has progressed into 2nd year of the action plan which focuses on targeting groups least likely to participate in sport and physical activity.</p> <p>Throughout this time the focus of Council's PIOs (2021/22 and 2022/23) has been revised to reflect the progress and success of the programme, ensuring continuous improvement.</p> <p>Mid Year Performance Reports provides evidence the PIO is on track to achieve meet target set for year end 2023.</p> <p>Regular reports on Get Moving ABC Framework are presented via Leisure & Community Services committee; illustrating continued governance surrounding the improved service.</p> <p>ABC Council successfully and consistently maintains Green Flag /Quest and other accreditation status in our Outdoor places.</p> <p>For this reason it was decided not to carry forward this improvement objective to 2023-24.</p>	<p>Removed. This improvement objective has not been carried forward to 2023/24.</p>
<p>PIO3: We will reduce the average number of days' sickness absence lost per employee.</p>	<p>PIO1: We will reduce the average number of days' sickness absence lost per employee.</p>	<p>Council is committed to reduce absence levels and has made progress on delivery of training, offering a wide range of proactive health related initiatives to help support and positively influence staff mental, physical and emotional wellbeing. Particularly support has been provided in front line areas to ensure absence management continues to be a priority to reduce the impact on service delivery.</p>	<p>Retained. This improvement objective has been carried forward to 2023/24.</p>

		<p>Trends remain largely unchanged with Chest/Respiratory the main reason for absence. Reviewing the annual 2022/23 targets for staff absences, and in comparison, with the Mid-year position 2021/22, Council has seen improvement in long term absence, however short term absence has increased. Mid-Year Performance Reports provides evidence the PIO is behind schedule to meet targets set for year end 2023.</p> <p>Council therefore recognises the need to continue to prioritise this objective. There is also an acknowledgement this PIO is a long-term objective for the organisation. It therefore has been carried forward to 2023/24.</p>	
<p>PIO4: We will increase the information available to the public on Councils agreed service standards and how well we are performing.</p>		<p>Mid Year Performance Reports provides evidence the PIO is on track to targets set for year end 2023.</p> <p>During the first 6 months, the agreed set of service standards have been monitored and reported on to senior leadership team for consideration. A 6 month Performance report was also presented to Performance & Audit Committee December 2022.</p> <p>Reporting on Service Standards will also form part of Council's Annual Performance report and will be published online.</p> <p>Therefore for the reasons outlined above and recognition that improvement objective will be achieved at Year end March 2023, this performance improvement objective has not been carried forward to 2023/24.</p>	<p>Removed. This improvement objective has not been carried forward to 2023/24.</p>
<p>PIO5: We will implement recommendations from the Building Control and Planning Service Reviews and improve processing times for building control and planning applications.</p>	<p>PIO 2: We will improve the processing times for building control and planning applications.</p>	<p>The Mid Year Performance Report provides evidence on progress been made in relation to implementation of these service reviews. Building Control Dept reported significant progress in implementing the service review recommendations, reporting a 67% achievement rate against an original target of 50%. The Department reviewed target setting to a revised 85% by the Year End March 2023.</p>	<p>Retained/Revised This improvement objective has been revised and carried forward to 2023/24.</p>

		<p>Due to the nature, ongoing fluidity and continual review of the Building Control service area, 85% is set as the end target for implementation of service review.</p> <p>Whilst Building Control Department continues to meet the statutory target for Building Control Domestic & Non-Domestic resubmissions assessed within 14 days, it does acknowledge they fall below the required processing times for Domestic and Non-Domestic Full Plan Applications.</p> <p>The Planning Dept have reported they are currently on track to meet their final 95% target of recommendations for Planning are implemented by March 2023.</p> <p>Whilst Planning Department continues to meet the statutory target for planning enforcement cases progressed to conclusion within 39 weeks, it does acknowledge they fall below meeting the required processing times of local and major planning applications.</p> <p>Therefore for the reasons set out above, this performance improvement objective has been a revised to concentrate on processing times for Building Control and Planning applications and has been carried forward to 2023/24.</p>	
<p>PIO 6: We will improve our understanding of Council's Carbon footprint, energy and resource consumption to inform the development of Sustainable Development & Climate Change Strategy.</p>	<p><i>PIO 3: We will develop a Net Zero Roadmap Analysis and agree recommendations to begin to reduce Council's emissions in a cost and carbon effective way.</i></p>	<p>This set a strategic direction for us as an organisation to reduce our carbon footprint, recognise our corporate and civic responsibility and to take action to reduce our carbon emissions.</p> <p>Mid-Year Performance Report confirms as at end Sept 2022, the PIO was behind schedule. Whilst it is acknowledged there has been some slippage in terms of the timeframe for development of the strategy and action plan, Council remain confident that key actions will be achieved by 31 March 2023.</p> <p>Council recognise there is much more work to be done in this area, and therefore agree the need to continue to prioritise this objective. There is also an acknowledgement this PIO is a long-term objective for the organisation. It therefore has been carried forward to 2023/24.</p>	<p>Retained/Revised</p> <p>This improvement objective has been included for 2023-24.</p>

	<p>PIO 4: We will improve our Communications to our customers on Waste Management.</p>	<p>Council is committed to ensuring decisions are evidence-based, taking into account the views and experiences of all our stakeholders including residents, businesses and service customers.</p> <p>Our improvement objectives are based on understanding our citizen's needs.</p> <p>Analysis of a number of sources of data including: Customer Care Strategy & Action Plan / Complaints / Info@ analysis / Social Media/ Citizenspace has informed the need to include a performance improvement objective on Communications on Waste Management for customers.</p>	<p>New</p> <p>This improvement objective has been included for 2023-24.</p>
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Performance Improvement Objectives 2023-2024

4 Performance Improvement Objectives for 2023- 2024:

PIO1: We will reduce the average number of days' sickness absence lost per employee.

PIO 2: We will improve the processing times for building control and planning applications.

PIO 3: We will develop a Net Zero Roadmap Analysis and agree recommendations to begin to reduce Council's emissions in a cost and carbon effective way.

PIO 4: We will improve our Communications to our customers on Waste Management.

A detailed summary of each of the Improvement Objectives is set out at Appendix 4.

Improvement Objective 1:

We will reduce the average number of days' sickness absence lost per employee.





 <p>Why</p>	<ul style="list-style-type: none"> - This objective has been carried forward from 2022/23. - Trends remain largely unchanged with Chest/Respiratory the main reason for absence. - Absence management continues to be a priority to reduce the impact on service delivery. - The management of absenteeism continues to receive a high focus within Council and therefore remains as one of our improvement objectives for 2023/24.
 <p>What Action will we take</p>	<ul style="list-style-type: none"> - Continue to monitor and manage absence closely. - Monitor, review and analyse staff turnover /retention within Dept. - Deliver health & wellbeing initiatives. - Develop and implement of Staff Health & Well being Action plan - Increase number of Mental health first aiders available within Council - Develop Hybrid Working policy.
 <p>How we will measure progress</p>	<ul style="list-style-type: none"> - Target of 16 days or lower, for the average number of days sickness absence lost per employee is 16 days or lower. - Target of 1.4% or lower, for the average rate of short term absences - Target of 5% or lower for, the average rate of long term absences is - 12 health and wellbeing initiatives/activities delivered. - Quarterly review and monitoring of Action plan - Roll out of mental health first aid training with an additional 10 staff trained. - By March 2024, policy developed and agreed.
 <p>Benefits to you</p>	<ul style="list-style-type: none"> - This objective will contribute to the overall health and well-being of our Borough, as a large majority of our employees reside in the Borough. - If progress is made then it should also result in better continuity of service delivery.
 <p>Who is responsible</p>	<p>The Senior Responsible Officer (SRO) for this Objective is the Deputy Chief Executive.</p>

Improvement Objective 2: *We will improve the processing times for building control and planning applications.*

 <p>Why</p>	<p>This objective has been revised and carried forward from 2022/23.</p> <ul style="list-style-type: none"> - It relates to improvement of the application processes, with the aim of improving customer satisfaction as well as processing times. - acknowledgement ABC Council fall below the required processing times for Domestic and Non-Domestic Full Plan Applications. (Building Control) - Acknowledgement ABC Council fall below meeting the required processing times of local and major planning applications. (Planning)
 <p>What Action will we take</p>	<ul style="list-style-type: none"> - Continued roll out of new Planning Portal - Processing Applications as per Service Standards - Implement recruitment campaigns. - Continue to monitor and manage absence closely.
 <p>How we will measure progress</p>	<ul style="list-style-type: none"> - Average processing time for Major planning applications 30 weeks - Average processing time for Local planning applications 15 weeks - 70% of all planning enforcement cases progressed to conclusion within 39 weeks. - 62% of Building Control Domestic Full Plan Applications assessed within 21 days - 54% of Building Control Non-Domestic Full Plan Applications assessed within 35 days - 75% of Building Control Domestic & Non-Domestic resubmissions assessed within 14 days - 6 posts filled in Planning Dept by March 2024 - 1.5 posts filled in Building Control Dept by March 2024. -
 <p>Benefits to you</p>	<ul style="list-style-type: none"> - Improved building control and planning application processes - Improved processing times for building control and planning applications - Improved understanding of the processes involved - Improved Customer Satisfaction with the processes involved in building control and planning applications
 <p>Who is responsible</p>	<p>The Senior Responsible Officer (SRO) for this objective is the Strategic Director of Community & Growth/ Deputy Chief Executive.</p>

Improvement Objective 3:


PIO 3: We will develop a Net Zero Roadmap Analysis and agree recommendations to begin to reduce Council's emissions in a cost and carbon effective way.

 <p>Why</p>	<ul style="list-style-type: none"> - This sets a strategic direction for Council to reduce our carbon footprint. - Recognition of corporate and civic responsibility to take action to reduce our carbon emissions. - At the end of March 2023, we had developed a Net Zero Carbon Road Map and Action Plan. - Council recognised this as a first step and therefore agreed the need to continue to prioritise this long term objective.
 <p>What Action will we take</p>	<ul style="list-style-type: none"> - Commence implementation of a Net Zero Carbon Roadmap Analysis. - Establish a robust process to identify and agree baseline going forward for Council's carbon footprint. - Develop a suite of practicable recommendations that can be adopted to begin to reduce emissions in a cost and carbon effective way. - Establish a baseline for Council's emissions. - Identify energy usage /cost savings for 4 key leisure sites, pro rata. - Explore and consider Renewable Energy sources for electricity
 <p>How we will measure progress</p>	<ul style="list-style-type: none"> - Delivery of Roadmap initiated and progress reported on quarterly - Process developed, established and funding secured to agree baseline by Sept/Oct 2023 - Recommendations developed and agreed by full council by Autumn 2023. - Baseline established and begin monitoring no later than 31 March 2024 - An average of 3% reduction in energy usage (Gas/Oil/Electricity) across 4 identified sites. - Options for Renewable Energy sources for electricity identified
 <p>Benefits to you</p>	<ul style="list-style-type: none"> - There will be a better evidence base available to inform the Councils Sustainable Development & Climate Change Strategy. - Help set meaningful targets for the reduction of energy and resource consumption from 2023 onwards. - In the long term there will be a positive impact on the health and well-being of our citizens.
 <p>Who is responsible</p>	<p>The Senior Responsible Officer (SRO) for this Objective is the Strategic Director of Neighbourhood Services.</p>

Improvement Objective 4:

We will improve our Communications to our customers on Waste Management.

 <p>Why</p>	<ul style="list-style-type: none"> - Our improvement objectives are based on understanding our citizen's needs. - Analysis of a number of sources of data have included: Customer Care Strategy & Action Plan / Complaints / Info@ analysis / Social Media/Council's Consultation Hub etc
 <p>What Action will we take</p>	<ul style="list-style-type: none"> - Review the Waste Management section of the Council's website. - Provide standardisation of relevant, accurate and up to date information - Undertake regular analysis of customer communication methods including Contact Us/ complaints@/ service requests/ Website hits/ App Usage/social media
 <p>How we will measure progress</p>	<ul style="list-style-type: none"> - Update new Waste Management section on website, including Frequently Asked Questions, live by 30 June 2023. - Review of customer communications completed by end April 2023. - Quarterly Analysis of customer enquiries from a number of communication channels - Quarterly review/monitoring number of hits on website section - Quarterly review/Monitoring App usage - Monthly Review of waste management information reports
 <p>Benefits to you</p>	<ul style="list-style-type: none"> - Increased customer satisfaction with council services. - Providing customers with improved accessible information on Waste Management. - Expedite response to customer enquiries as relevant information is more easy to obtain/ navigated on Council's website
 <p>Who is responsible</p>	<p>The Senior Responsible Officer (SRO) for this Objective is the Strategic Director Neighbourhood Services</p>

<p style="text-align: center;">Statutory Indicators & Standards</p> <p style="text-align: center;">Performance Indicators</p>	<p style="text-align: center;"></p> <p style="text-align: center;">Standards/Targets</p>
<p>The number of jobs promoted through business start-up activity.</p> <p>(Business start-up activity means the delivery of completed client-led business plans under Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes)</p>	<p style="text-align: center;">165 (Statutory target)</p> <p style="text-align: center;">303 (new Go for It target, subject to pending amendment to statutory target in recent draft legislation)</p>
<p>The average processing time of major planning applications.</p> <p>(An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015 (a))</p>	<p style="text-align: center;">30 weeks</p>
<p>The average processing time of local planning applications.</p> <p>(An application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and other applications for approval or consent under the Planning Act (NI) 2011 or any Regulations made under the Act)</p>	<p style="text-align: center;">15 weeks</p>
<p>The percentage of planning enforcement cases processed within 39 weeks.</p> <p>(Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (NI) 2011 or any Regulations made under the Act)</p>	<p style="text-align: center;">70%</p>
<p>The percentage of Municipal waste collected by district Councils that is sent for recycling (including waste prepared for reuse).</p>	<p>Statutory target remains 50% by 2020- however, The Circular Economy Package (CEP) sets a target of 65% by 2035, with an interim target of 55% by 2025. NI to transpose the non-UK wide elements of the CEP into our own domestic legislation.</p> <p>Non-Statutory Targets: (i)by 2025, the preparing for re-use and the recycling of municipal waste shall be increased to at least 55% (ii)by 2030, the preparing for re-use and the recycling of municipal waste shall be increased to at least 60% (70% in Circular Economy Package) (iii)by 2035, the preparing for re-use and the recycling of municipal waste shall be increased to at least 65%</p>

<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. (Targets set via NILAS)</p>	<p>NI Landfill Allowance Scheme (NILAS) has not set a target for 2022/23.</p> <p>Non-Statutory Targets: measures to be taken to ensure that the amount of municipal waste landfilled is reduced to 10% or less of the total amount of municipal waste generated by 2035.</p>
<p>The amount (tonnage) of Local Authority Collected Municipal Waste arising (The total amount of waste collected)</p>	<p>No statutory target has been set for 2022/23</p>

Statutory Indicators and Standards

In addition to the improvement areas identified in the Performance Improvement Plan, the Department for Communities also set statutory targets for Councils in the areas of Planning, Economic Development and Waste. The Statutory performance Indicators and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out below:

Self-imposed Performance Indicators

In addition to the statutory performance indicators, we included a series of self-imposed performance measures (performance indicators and standards/targets) within all Business Plans for 2023/24 which will be monitored and reported on in line with our existing Performance Management Framework.

Service Standards

In March 2022 Council approved a suite of service standards, some of which reflect statutory and other self-imposed performance indicators. (Appendix 5)

As part of our Performance Management Framework and alongside Business Plan progress reports, regular reports on service standards are provided to Heads of Department and the Executive Management Team for oversight and review.

Service Standards are also presented and reported to the Performance & Audit Committee on a 6 monthly and annual basis. How Council have performed during 2022/2023 will be published within Annual Performance Self- Assessment Report no later than 30th September 2023.

Management, Reporting and Governance Arrangements

Armagh City, Banbridge and Craigavon Borough Council is committed to ensuring continuous improvement in the delivery of our services across **all** areas of the organisation. This publication is our 'forward-looking' Performance Improvement Plan for 2023- 2024 that fulfils, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014. Whilst we have identified 4 performance improvement objectives, this in no way prescripts or limits Council's commitment to continuous improvement in all services/functions; it does however concentrate efforts and limited resources, on monitoring and review of those key areas we wish to improve on in 2023/24.

Our Performance Management approach is aligned to a number of key strategic plans, including the Borough's Community Plan, our Corporate Plan and our Performance Improvement Plan. The approach is carried through into our Departmental Business Plans and individual performance/development plans. Copy of the current Performance Management Framework can be found here: [Corporate Publications - Armagh City, Banbridge and Craigavon Borough Council \(armaghbanbridgecraigavon.gov.uk\)](https://www.armaghbanbridgecraigavon.gov.uk/corporate-publications)

To date, during 2023/2024, Council has made a concerted effort to build on the work so far and ensure that all aspects of quality management are consolidated within our performance management framework. An updated Performance & Quality Management Framework will be agreed and approved later in the year.

A six monthly progress report on the 2023-2024 Performance Improvement Plan will be presented to the Council's Executive Management Team and Council's Performance and Audit Committee.

By 30 September 2023, we will publish a retrospective Annual Performance Self-Assessment Report, setting out details of how we have performed during 2023-2024 against this Performance Improvement Plan; including the statutory performance indicators and standards for Economic Development, Planning and Waste, self-imposed indicators and standards, service standards and any relevant benchmarking information.

The Council has in place the following specific arrangements to monitor progress against the standards set for the statutory performance indicators and standards/targets:

- Inclusion within Performance Improvement Plan, with progress monitored on bi-annual basis by the Performance & Audit Committee.
- Inclusion within relevant business plans, with progress being monitored on a bi-annual basis to the relevant Council service committee.
- Data submission to Government Departments, with reports being issued/published quarterly and annually to monitor the performance of each Council, outlining regional trends and comparisons.

The Council has in place the following specific arrangements to monitor progress against the self-imposed performance indicators and standard/targets and service standards:

- Inclusion within relevant departmental business plans, with progress being monitored on a quarterly basis by relevant Heads of Department, Strategic Directors and on a six-monthly basis by the relevant Council service committees. The committee reports are published on our Council website. <https://abc.public-minutes.com/>
- Progress monitored by Performance & Audit Committee through the annual Performance Self-Assessment reports.

In addition, Council is a member of the Association of Public Sector Excellence (APSE), which is a public sector benchmarking organisation. This will assist Council in improving our ability to compare our performance across a range of services and activities, with other councils, where appropriate.

Always seeking to Improve.....propose new Improvement Objectives

We welcome on-going feedback, comments or suggestions on how we might improve our services and in particular if you would like to propose any new improvement objectives. Please use one of the following methods to do so:

Email:	performance@armaghbanbridgecraigavon.gov.uk
Telephone:	0300 0300 900
In Writing:	Strategy and Performance Department
	Armagh City, Banbridge and Craigavon Borough Council
	Armagh Old City Hospital
	Abbey Street
	Armagh
	BT61 7DY

This document is available in hard copy format and in a range of formats upon request using the contact details above.

Identifying Performance Improvement Objectives: *how we identified improvement areas and timeline for implementation*

As per Department for Communities (DfC) Government Guidance, we identified our improvement objectives based on:

1. a strong evidence base,
2. an understanding of our citizens' needs,
3. correspond directly with Council's priorities, and
4. selected on basis of critical self-analysis.

Subsequently, in developing the *proposed* Performance Improvement Objectives 2023/24 work was ongoing throughout Autumn 2022 with analysis drawn from a number of sources of evidence / data/ information/ trends, performance reports, committee reports etc.

Internal consultation within Council took place Autumn/ Winter 2022 with senior management and Council officers from across Directorates including:

- **self-analysis** by Heads of Department, reviewing Departmental data/information, Business Plans, Performance & Risk Management
- **peer analysis** at Directorate team meetings with Strategic Directors and Executive Management Team
- **independent critical analysis** by Strategy & Performance Department; and to ensure a focus of continuous improvement.

Based on the knowledge, data and evidence sourced, 4 Performance Improvement Objectives 2023-2024 were identified and recommended by Elected Members for public consultation. An 8-week Public Consultation exercise took place 1 March – 26 April 2023. Further detail on the Consultation process and responses can be found in Appendix 2.

The timeline included provides an overview of the process for the development of Council's Performance Improvement Plan, from drafting our Performance Improvement Objectives, through to consultation, delivery, monitoring and reporting arrangements.

Timeline - Development of Performance Improvement Plan 2023/24

July – Sept 2022	<ul style="list-style-type: none"> ➤ Preparation for NI Audit Office: audit fieldwork ➤ Annual Performance Self-Assessment Report for 2021-22 presented to EMT, Committee and Full Council, ahead of publication by 30 September 2022 ➤ Initiate Departmental Business Planning process for 2023-24 ➤ Review of Performance Improvement Objectives 2021/22 ➤ Initiate internal engagement to review, identify Performance Improvement Objectives for next year: 2023-24 ➤ Desktop analysis of Evidence / data/ information/ trends, performance reports, committee reports etc. examined as primary sources of evidence for identification of areas for improvement
Oct – Dec 2022	<ul style="list-style-type: none"> ➤ 6 monthly progress updates on Departmental Business Plans to Service Committees ➤ Mid-Year Performance Report on 2022/23 presented to senior management, Committee and Council ➤ Ongoing engagement & support with Departments for development of Business Planning (2023/24) Process ➤ Ongoing engagement on development of the proposed Performance Improvement objectives and Plan for 2023-24 in line with departmental business planning process across council. ➤ Ongoing Business Planning, Efficiency & Estimates Process for 2023-24 ➤ Ongoing support/ liaison with NI Audit Office and departments on Performance Audit ➤ Final NIAO Section 95 Report on Audit issued November 2022
Jan – Mar 2023	<ul style="list-style-type: none"> ➤ Draft Improvement Objectives for public consultation presented to Senior Managers, recommended to Executive Management Team (EMT) ➤ Draft Performance Improvement Objectives reported to Governance Resources and Strategy Committee and Council for approval. ➤ Council strikes the Rate for 2023/24 (February) ➤ Public consultation on Draft Improvement Objectives opened 1 March 2023 ➤ Customer, Resident and Employee engagement through various media
Apr – June 2023	<ul style="list-style-type: none"> ➤ Public consultation on Proposed Improvement Objectives closed 26 April 2023 ➤ Consultation responses collated and summary report presented to senior management. ➤ Draft Performance Improvement Plan 2023-24 reported to senior management, GRS Committee and Full Council for approval. ➤ Performance Improvement Plan 2023/24 published on Council's website by 30 June 2023 ➤ Year End Annual Reports on 2022/23 Departmental Business Plans presented to Service Committees ➤ Preparation of Annual Performance Self-Assessment Report for 2022/23

Consultation Process & Responses

During Autumn 2022, the Performance Unit conducted an analysis exercise, drawing from a number of sources of evidence, and data/information trends, performance reports, committee reports, etc.

Along with the internal consultation, approval by Elected Members, 4 proposed draft performance improvement objectives for 2023-24, were subject to an 8 week public consultation process, from 1 March to 26 April 2023.

During the public consultation period Members and Council staff were also encouraged to provide feedback on the draft performance improvement objectives.

The proposed Performance Improvement Objectives were developed taking into account the views of internal and external stakeholders.

1. Internal: Employees, management, trade unions and Elected Members
2. External: Citizens, communities, businesses and other stakeholders.

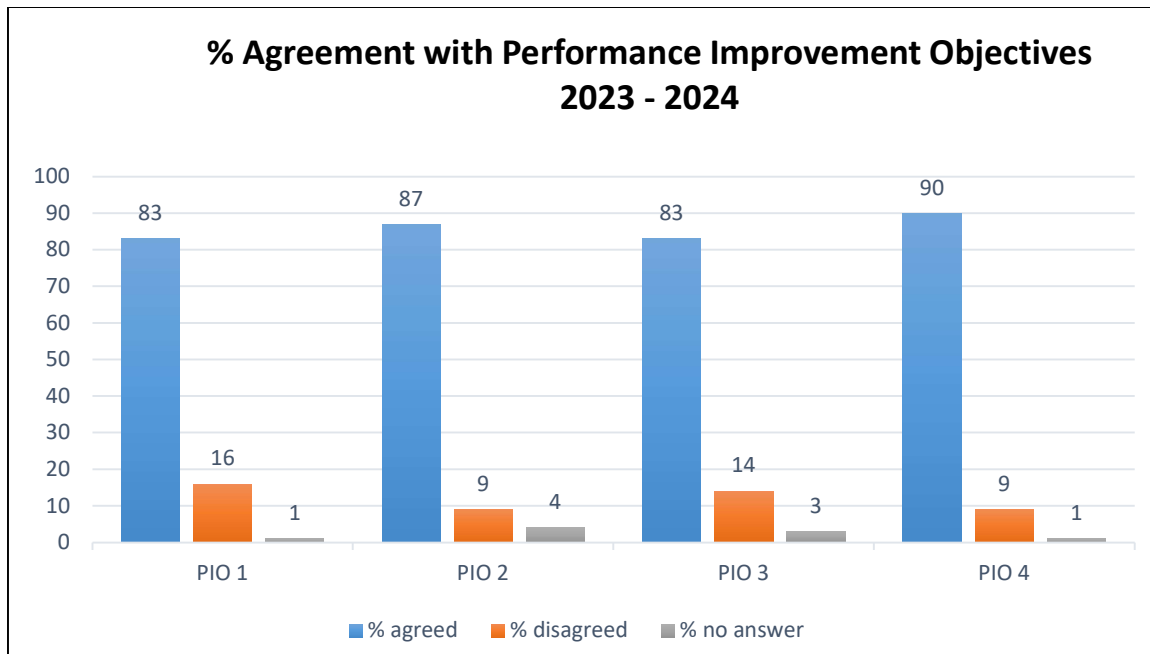
In the Consultation document we provided further detail on each of the four Performance Improvement Objectives, including:

- How each objective links with 'Connected' - our Community Plan,
- How each objective links to the themes and commitments within our Corporate Plan /Medium Term Recovery Plan
- Why we have chosen the objective
- What we will do to achieve the objective – Our Actions
- How we will measure success – Our Performance Indicators
- What success will look like – Our Targets
- How our Citizens and stakeholders will benefit
- Which aspects of improvement we are addressing

The timeline included, outlines the internal consultation within Council that took place, exploring potential areas for improvement, and the synergies between corporate, business planning, efficiency and estimate setting processes. It also indicates that we undertook the necessary public consultation exercise in line with our Public Consultation Policy. We used social media, Community Planning partners' contacts, business e-zine, community networks, emails to Section-75 groups, other Councils, staff memos, intranet promotion, informed the Trade Unions and made hard copies of the consultation document available in each of the

three main Council civic buildings in Armagh, Banbridge and Craigavon. The consultation response numbers increased again this year compared with the previous year and the year before with a total of 70 people/organisations responding.

We have carried out an analysis of the responses received and are confident that the rate of agreement by respondents provides assurance that our proposed performance improvement objectives for 2023-2024 are appropriate. The analysis is set out below.



The diagram shows between 83% and 90% of consultees agreed with the 4 proposed improvement objectives..

Comments on each of the draft objectives were summarised and forwarded to relevant departments for consideration in line with their business plans and service delivery. The relevant departments provided responses to the comments received to help draft feedback via the 'We asked, You Said, We Did' section of the Council's Consultation Hub, thereby closing the feedback loop on the consultation process. This will be uploaded to the Hub when the Performance Improvement Plan 2023-24 has been approved by Council

Link to Community Plan/Other Plans & Strategies

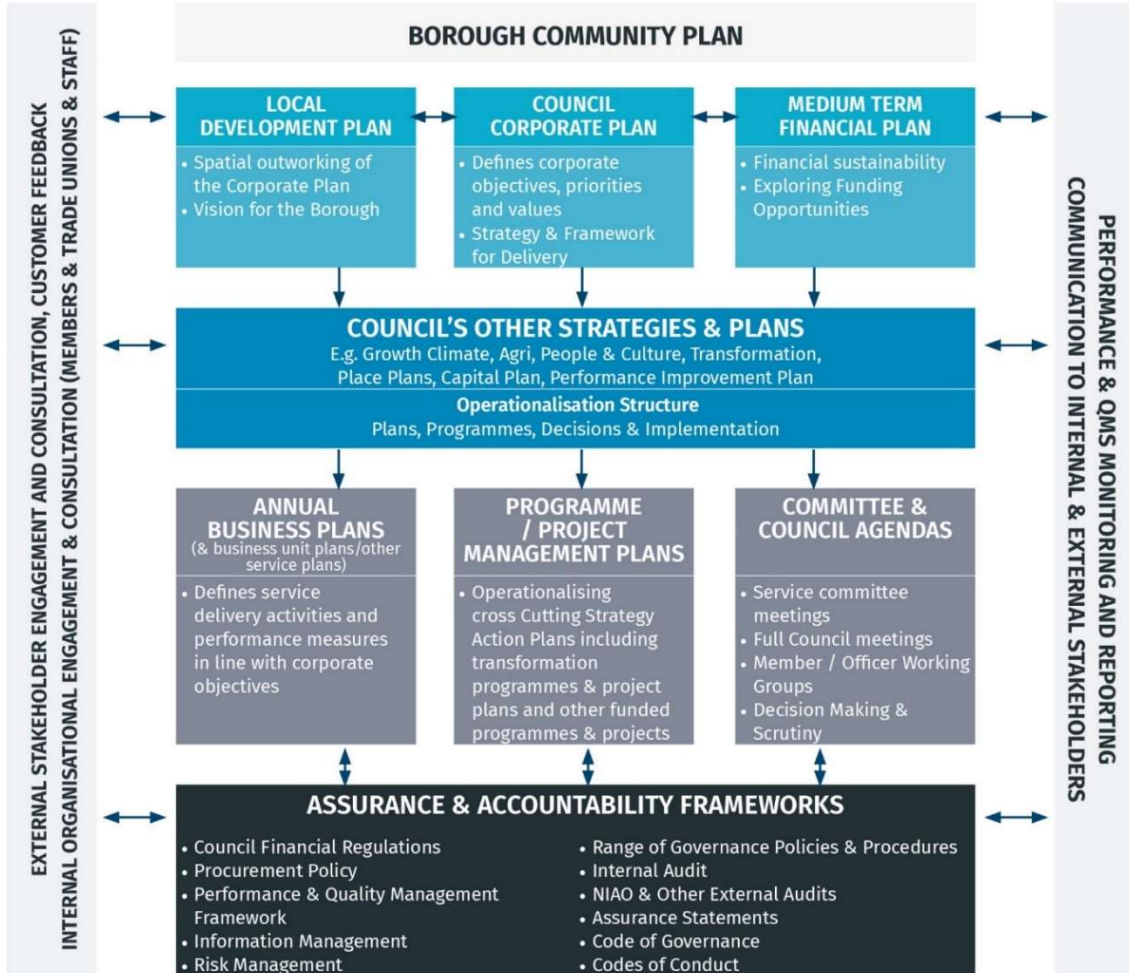
Identifying and communicating the Council's vision of its purpose and intended outcomes for citizens and service users.

The Council's Strategic Approach to Management is represented in the Diagram below demonstrating how all the component parts align and work together in the delivery of Council services. It seeks to link the overarching Council objectives to service and individual work plans, making clear the contribution individuals make towards achieving strategic outcomes. The diagram also demonstrates the many other areas that make up our accountability, governance and decision making frameworks supported by two way stakeholder engagement, consultation and feedback.

**ARMAGH CITY, BANBRIDGE & CRAIGAVON BOROUGH COUNCIL
STRATEGIC MANAGEMENT APPROACH**

OPERATING ENVIRONMENT
Regional And National Strategies & Partnerships

Immediate Influencers - Political Stability & Direction | Health of the Economy | Labour Market - skills, capacity & availability



Our Community Plan gives us the **WHY** of what we are doing, providing a holistic view of the needs and aspirations of our Borough, and articulating them in 9 long-term outcomes.

Our Corporate Plan explains **WHAT** we as the Council are doing to contribute to these outcomes as well as outlining any other key objectives for us as an organisation.

Finally, our annual departmental business plans will detail the **HOW**. Giving staff and Elected Members the detail on actions, which departments are taking to achieve the corporate plan commitments.

Our Corporate Plan has been developed and aligned to the Community Plan. It identifies 4 main themes on which council will deliver, Committed Council, Economy, Community and Place. A new Corporate Plan is being developed and will be completed by Jan 2024. Business plans for 23/24 will remain aligned to the 2018-2023 Corporate Plan.

Performance Improvement Objectives for 2023 -24

The table below provides examples of actions, performance measures and potential benefits in relation to the draft objectives, which are subject to consultation.

Performance Improvement Objective 1	Link to Community Plan / Council's Corporate Plan/ Medium Term Recovery Plan/Customer Care Strategy	Why have we chosen this Objective?	What we will do (Actions)	How do we measure (Performance Indicators)	We will have succeeded if (Standards/Targets)	How our citizens and stakeholders may benefit
We will reduce the average number of days sickness absence lost per employee.	<p>Committed Council: <i>Take a one council approach with clear, robust and accountable processes.</i></p> <p><i>Increased customer satisfaction with council services.</i></p> <p>Healthy Community: Provide a range of quality opportunities for everyone to be active and healthy.</p> <p>Medium Term Recovery Plan: Service Delivery- <i>deliver fit for purpose services, efficiencies and transformation.</i></p>	<p>This objective, which has been carried forward from 2022/23.</p> <p>Absence management continues to be a priority to reduce the impact on service delivery.</p> <p>Trends remain largely unchanged with Chest/Respiratory the main reason for absence. Reviewing the annual 2022/23 targets for staff absences, and in comparison, with the Mid-year position 2021/22, Council has seen improvement in long term absence, however short term absence has increased.</p> <p>The management of absenteeism continues to receive a high focus within Council and therefore remains</p>	<p>Continue to monitor and manage absence closely.</p> <p>Monitor, review and analyse staff turnover /retention within Dept.</p> <p>Deliver health & wellbeing initiatives.</p> <p>Develop and implement of Staff Health & Well being Action plan</p>	<p>The average number of days sickness absence lost per employee</p> <p>The average rate of short term absences</p> <p>The average rate of long term absences</p> <p>The number of health and wellbeing initiatives/activities delivered.</p> <p>Action plan developed.</p> <p>The number of additional mental</p>	<p>16 days or lower</p> <p>1.4% or lower</p> <p>5% or lower</p> <p>12 health and wellbeing initiatives/activities during 2023/24</p> <p>Quarterly review/monitoring</p> <p>10 additional staff trained</p>	<p>This objective will contribute to the overall health and well-being of our Borough, as a large majority of our employees reside in the Borough.</p> <p>If progress is made then it should also result in better continuity of service delivery.</p>

		as one of our improvement objectives for 2023/24.	Increase number of Mental health first aiders available within Council. Develop Hybrid Working policy	health first aiders trained.. Hybrid Working Policy developed and agreed	March 2024	
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Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness

Performance Improvement Objective 2	Link to Community Plan / Council's Corporate Plan/ Medium Term Recovery Plan/Customer Care	Why have we chosen this Objective?	What we will do (Actions)	How do we measure? (Performance Indicators)	We will have succeeded if? (Standards/Targets)	How our citizens and stakeholders may benefit
<p>We will improve processing times for building control and planning applications</p>	<p>Committed Council: <i>Take a one council approach with clear, robust and accountable processes.</i></p> <p><i>Increased customer satisfaction with council services.</i></p> <p>Enhanced Place <i>Increase community understanding and enjoyment of the natural and built environment.</i></p> <p>Revitalised Place <i>Secure investment in infrastructure and connectivity.</i></p> <p>Medium Term Recovery Plan: Service Delivery- <i>deliver fit for purpose services, efficiencies and transformation.</i></p>	<p>This objective has been revised and carried forward from 2022/23.</p> <p>It relates to improvement of the Planning and Building Control application processes for residents and businesses, with the aim of improving customer satisfaction as well as processing times.</p> <p>Whilst Building Control Department continues to meet the statutory target for Building Control Domestic & Non-Domestic resubmissions assessed within 14 days, -it does acknowledge they fall below the required processing times for Domestic and Non-Domestic Full Plan Applications.</p>	<p>Continued roll out of new Planning Portal</p> <p>Processing Applications as per Service Standards</p>	<p>*The average processing time of major planning applications</p> <p>*The average processing time of local planning applications</p> <p>The % of planning enforcement cases progressed within 39 weeks (<i>statutory performance standard/target</i>)</p> <p>The % of Building Control Domestic Full Plan Applications assessed within 21 days</p> <p>The % of Building Control Non-Domestic Full Plan Applications assessed within 35 days</p> <p>The % of Building Control Domestic & Non Domestic resubmissions assessed within 14 days</p>	<p>Average processing time for Major planning applications 30 weeks</p> <p>* Average processing time for Local planning applications 15 weeks</p> <p>70% of all planning enforcement cases progressed to conclusion within 39 weeks.</p> <p>62% (as per Service standard)</p> <p>54% (as per Service standard)</p> <p>75% (as per Service standard)</p>	<p>Improved building control and planning application processes</p> <p>Improved processing times for building control and planning applications</p> <p>Improved understanding of the processes involved</p> <p>Improved Customer Satisfaction with the processes involved in building control and planning applications</p>

		<p>Whilst Planning Department continues to meet the statutory target for planning enforcement cases progressed to conclusion within 39 weeks, it does acknowledge they fall below meeting the required processing times of local and major planning applications.</p>	<p>Implement recruitment campaigns.</p>	<p>The number of vacant posts filled</p>	<p>6 posts filled in the Planning Department by March 2024</p> <p>1.5 posts filled in Building Control Dept by March 2024.</p>	
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Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness, Efficiency, Innovation.

****Statutory Performance Indicators and Standards***

Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness, Sustainability, Efficiency, Innovation.

Performance Improvement Objective 3	Link to Community Plan / Council's Corporate Plan/ Medium Term Recovery Plan/Customer Care	Why have we chosen this Objective?	What we will do (Actions)	How do we measure? (Performance Indicator)	We will have succeeded if? (Targets)	How our citizens and stakeholders may benefit
<p>We will develop a Net Zero Roadmap Analysis and agree recommendations to begin to reduce Council's emissions in a cost and carbon effective way.</p>	<p>Committed Council: Take a one council approach with clear, robust and accountable processes.</p> <p>Increased customer satisfaction with council services.</p> <p>Enhanced Place: Increased understanding and respect of environment.</p> <p>Develop and enhance our assets in sustainable way.</p> <p>Revitalised Place Attractive, healthier, safer, cleaner neighbourhoods.</p> <p>Medium Term Recovery Plan: Service Delivery- deliver fit for purpose & fit for future services, efficiencies and transformation.</p>	<p>This sets a strategic direction for us as an organisation to reduce our carbon footprint and we recognise our corporate and civic responsibility as a large employer and as community leaders to take action to reduce our carbon emissions.</p> <p>At the end of March 2023 we will have developed a Net Zero Roadmap Analysis and Action Plan.</p> <p>Council recognise this as a first step and therefore agreed the need to continue to prioritise this long term objective.</p>	<p>Commence implementation of a Net Zero Roadmap Analysis.</p> <p>Establish a robust process to identify and agree baseline going forward for Council's carbon footprint</p> <p>Develop a suite of practicable recommendations that can be adopted to begin to reduce emissions in a cost and carbon effective way.</p> <p>Establish a baseline for Council's emissions</p> <p>Identify energy usage for 4 key sites pro rata.</p> <p>Explore and consider Renewable Energy sources for electricity.</p>	<p>Delivery initiated and progress reported on.</p> <p>Process developed, established and funding secured.</p> <p>Recommendations developed and agreed.</p> <p>Baseline established and begin monitoring</p> <p>Energy Usage identified</p> <p>% Reduction of Council's Energy usage (year 1)</p> <p>Options for Renewable energy identified</p>	<p>Quarterly report</p> <p>By end of 30 Sept/Oct 2023</p> <p>Approval and commitment by full Council by Autumn 2023</p> <p>March 2024</p> <p>An average of 3% reduction in energy usage (Gas/Oil/electricity) across 4 identified sites.</p> <p>Options agreed</p>	<p>There will be better evidence base available to inform the Councils Sustainable Development & Climate Change Strategy.</p> <p>This will help us set meaningful targets for the reduction of energy and resource consumption from 2023 onwards.</p> <p>In the long term here will be a positive impact on the health and well-being of our citizens.</p>

Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness, Efficiency, Innovation.

Performance Improvement Objective 4	Link to Community Plan / Council's Corporate Plan/ Medium Term Recovery Plan/Customer Care	Why have we chosen this Objective?	What we will do (Actions)	How do we measure? (Performance Indicator)	We will have succeeded if? (Targets)	How our citizens and stakeholders may benefit
<p>We will improve our Communications to our customers on Waste Management.</p>	<p>Committed Council: Take a one council approach with clear, robust and accountable processes.</p> <p>Increased customer satisfaction with council services.</p> <p>Enhanced Place: Increased understanding and respect of environment.</p> <p>Revitalised Place: Attractive, healthier, safer, cleaner neighbourhoods.</p> <p>Customer Care: Providing customers with a selection of way to access our services</p>	<p>Council is committed to ensuring decisions are evidence-based, taking into account the views and experiences of all our stakeholders including residents, businesses and service customers.</p> <p>Our improvement objectives are based on understanding our citizens needs.</p> <p>Analysis of a number of sources of data have including: Customer Care Strategy & Action Plan / Complaints / Info@ analysis / Social Media/ Council's Consultation Hub has informed the need to include a performance improvement objective on Communications on Waste Management to our customers.</p>	<p>Review of Waste Management section on website</p> <p>Provide standardisation of relevant, accurate and up to date information</p> <p>Regular Analysis of Customer communication methods including Contact Us/ complaints@/ Waste Management information software/ Website hits/ App Usage/social media</p>	<p>Waste Management section on website reviewed and updated, including Frequently Asked Questions</p> <p>Customer communications reviewed</p> <p>Analysis of customer enquiries from a number of communication channels:</p> <p>The number of hits on waste management section of the website monitored</p> <p>App usage monitored</p> <p>Management Information reports monitored</p>	<p>Live by 30 June 2023</p> <p>First review completed: April 2023.</p> <p>Quarterly review</p> <p>Quarterly review</p> <p>Quarterly review</p> <p>Monthly review</p>	<p>Increased customer satisfaction with council services.</p> <p>Providing customer with improved accessible information on Waste Management.</p> <p>Expedite response to customer enquiry as relevant information is easy obtainable/easily navigated on Council's website</p>

COUNCIL APPROVED SERVICE STANDARDS MARCH 2022

GENERIC SERVICE STANDARDS (i.e. apply to all Council Departments)

Business Unit	Service Area	Service Standard	Method of Measurement
All business units	Freedom of Information Requests & Environmental Information Regulations	100% of Freedom of Information Requests and Environmental Information Requests responded to within 20 working days	From date of receipt of request to date of issue
All business units	Subject Access Requests	100% of Subject Access Requests within 1 calendar month	From date of receipt of request to date of issue
All business units	Processing Complaints Corporate	100% Stage 1, 2 and 3 corporate complaints acknowledged within 3 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Complaints Corporate	100% Stage 1 corporate complaint response issued within 15 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Complaints Corporate	100% Stage 2 corporate complaint response issued within 15 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Complaints Corporate	100% Stage 3 corporate complaint response issued within 20 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Equality Complaints	100 % of Equality Complaints acknowledged within 3 working days	From date of receipt to date of acknowledgement issue
All business units	Processing Equality Complaints	100% Equality Complaints responded to within 20 working days	From date of receipt to date response issued

Service Standards Specific to Departments

CHIEF EXECUTIVE & DEPUTY CHIEF EXECUTIVE

Business Unit	Service Area	Service Standard	Method of Measurement
Internal Audit	Internal audits and consultancy reports	100% of draft audit reports issued within 14 working days of fieldwork completion	No of working days between date fieldwork complete to the date draft report issued
Financial Services	Paying suppliers	90 % of invoices will be paid within 30 days	The Finance Team Report
ICT (internal service standard)	Standard Helpdesk Call	100% of Service desk call allocated and responded to within 1 day for Customer calls and 2 days for Infrastructure calls	Automatically generated Service desk report
ICT(internal service standard)	New User Request -Account creation	100% of Requests completed within 4 days of receipt of New User Form.	Automatically generated Service desk report and Account available in Active directory and email account in the Address book
ICT(internal service standard)	New User Request- Users Setup completion	100% on User Start Date or date request by Line Manager	Automatically generated Service desk report
ICT(internal service standard)	New Application or Utility Software Request	100% of Software ordered within seven working days of receipt of software request and subject to Privacy impact assessment.	Automatically generated Service desk report
ICT(internal service standard)	New Application or Utility Software Request	100% of Software installed within five working days of receipt of software licence or media.	Automatically generated Service desk report
ICT (internal service standard)	New Network Connection	100% of new network connections within existing networked sites delivered within one working week assuming structured cabling in place.	Report compiled by ICT Infrastructure Manager

STRATEGY & PERFORMANCE DIRECTORATE

Business Unit	Service Area	Service Standard	Method of Measurement
Performance	Handling complaints@ emails	95% of emails to complaints@ are acknowledged within 1 working day	20 emails manually sampled per quarter based on sample size guidance and number emails received annually.
Performance	Handling info@ emails	95% of emails to info@ are acknowledged within 1 working day	200 emails manually sampled per quarter based on sample size guidance and number emails received annually.
Information Governance	Access to Information requests	All requests for information should be acknowledged and logged within 3 working days	From date of receipt of request to date acknowledgment issued.

NEIGHBOURHOOD SERVICES DIRECTORATE

Environmental Services Department

Business Unit	Service Area	Service Standard	Method of Measurement
Waste Management	Household Bin Collection	99% of all household bins collected on scheduled day	The number of household bins collected on the day scheduled
Waste Management	Bin Collections	99% missed bins collected within 7 days	The number of days taken to collect missed bins from date accepted as a missed bin
Waste Management	Commercial bin Collection	99% Commercial bins collected on scheduled day	The number of commercial bins collected on predetermined scheduled day
Waste Management	Bulky collection	99% Bulky waste collections confirmed within 5 working days of enquiry	The number of bulky waste collections confirmed within 5 working days of enquiry
Waste Management	Bulky Waste Collection	99% Bulky waste collections completed within 10 working days of order	The number of bulky waste collections completed within 10 working days of order
Waste Management	Bin Delivery	99% of new bins delivered within 10 working days of order	The number of new bins delivered within 10 working days of accepted order
Street Cleansing	Street Sweepers	50% Sweeper routes completed within 10 working days of schedule	The number of littering requests cleared within 5 working days of log

Business Unit	Service Area	Service Standard	Method of Measurement
Street Cleansing	Request to clear litter	90% of littering requests cleared within 5 working days of log	The number of sweeper routes completed within 10 working days of predetermined schedule (note sweeping route frequency varies between urban and rural areas)
Street Cleansing	Cart routes	50% of Cart Routes completed within 10 working days of schedule	The number of Cart Routes completed within 10 working days of predetermined schedule (note sweeping route frequency varies between urban and rural areas)
Street Cleansing	Street bins	90% Street bins emptied within 5 working days of schedule	The number of Street bins emptied within 5 working days of predetermined schedule
Parks & Open Spaces	Grass Cutting -Council owned lands	99% Council owned land maintained to agreed grass cutting Standard	% of Council lands with grass cutting maintained to agreed height/frequency
Parks & Open Spaces	Grass cutting non-Council maintained land	90% non-Council lands maintained to the agreed cutting Standard	% of non-Council lands with grass cutting maintained to
Waste Management	Cleansing of Public Toilets	99% of Council maintained public toilets cleaned as per schedule	% of Council maintained public toilets cleaned as per schedule

COMMUNITY & GROWTH DIRECTORATE
Building Control Department

Business Unit	Service Area	Service Standard	Method of Measurement
Building Regulations Enforcement	Processing of Domestic Building Control Applications	62% of domestic applications assessed within regionally agreed 21 days	Monthly and quarterly BC performance reports
Building Regulations Enforcement	Processing of non –domestic Building Control Applications	54% of non-domestic applications assessed within the regionally agreed 35 days	Monthly and quarterly BC performance reports
Building Regulations Enforcement	Processing of Domestic and non-domestic resubmission Building Control applications	75% of domestic and non-domestic resubmissions assessed within the regionally agreed 14 days	Monthly and quarterly reports BC performance reports
Building Regulations Enforcement	Processing of domestic Building Control Applications	91% of domestic applications assessed within the legislative 56 days	Monthly and quarterly BC performance reports
Building Regulations Enforcement	Processing of non –domestic Building Control Applications	75% of non-domestic applications assessed within the legislative 56 days	Monthly and quarterly BC performance reports
Dangerous Structures Enforcement Legislation	Dealing with Dangerous Structures	Responding to reported dangerous structures within 24 hours of notification to Council	Communications/actions recorded on Tascomi T-Build system
Council Property Certificates Function	Complete responses to property Certificate enquiries within 10 working days	Reports generated by property certificates system, sample monitoring	Monthly and quarterly BC performance reports

Planning Department

Business Unit	Service Area	Service Standard	Method of Measurement
Planning Development Management Planning	Processing of local Planning applications	Average processing time of local Planning applications 15 weeks	NI Planning Portal MIS Report
Planning Development Management Planning	Processing of major Planning applications	Average processing time of Major Planning applications 30 weeks	NI Planning Portal MIS Report
Planning Enforcement	Processing of Planning enforcement Cases	Conclude 70% of enforcement cases within 39 weeks	NI Planning Portal MIS Report
Planning Enforcement	Processing of Planning enforcement Cases	Site inspect 90% of high priority cases within 3 working days from receipt of complaint	NI Planning Portal MIS Report
Planning Enforcement	Processing of Planning enforcement Cases	Site inspect 100% of high priority cases, for example Listed Buildings, Tree Preservation Orders, within 5 working	NI Planning Portal MIS Report
Planning Department	Planning	Return telephone calls before end of the following working day.	Reports produced by NI Direct.

Business Unit	Service Area	Service Standard	Method of Measurement
Planning Department	Replying to Planning correspondence	Respond to non-FOI correspondence cases within 15 working days	Spreadsheet used to monitor and track all correspondence. 100% monitoring of priority cases for example correspondence from politicians, Ombudsman, Audit Office etc. Sample monitoring of non-priority correspondence by team leaders.
Planning Administration	Processing Property Certificates by Planning	Complete responses to property Certificate enquiries within 5 working days	Reports generated by property certificates system, sample monitoring
Planning Administration	Requests for Planning Documents	Respond to non-FOI requests for copies of documents within 20 working days	Spreadsheet Sample monitoring

Economic Development Services Department

Business Unit	Service Area	Service Standard	Method of Measurement
Enterprise Development	Redundancy Support for larger employers	Make initial contact with 100% of businesses by the end of next working day of receipt of notification from Invest NI.	From date of notification from Invest NI to date of initial contact.

Environmental Health Department

Business Unit	Service Area	Service Standard	Method of Measurement
All EH Business Units	Requests for service	85% of requests for service/complaints acknowledged within 3 working days	Number of days between request for service and first response acknowledgement issued for all business areas
Public Safety & Protection	Animal Welfare Service	100% of Priority 1 Animal Welfare complaints responded to within 1 working day.	The number of Priority 1 animal welfare complaints responded to within 1 working day.
Public Safety & Protection	Dog Control	100% of dog attack requests for service responded to within 1 working day	The number of dog attacks responded to within 1 working days
Public Safety & Protection	Health and Safety	100% of fatal and major accident notifications responded to within 1 working day	The number of fatal and major accident notifications responded to within 1 working day
Public Safety & Protection	Health and Safety	100% accident notifications responded to within 3 working days	The number of accident notifications responded to within 3 working days
Public Safety & Protection	Licensing	Process and administer all full and complete licence applications and where no objections received within 1 month of receipt	Full licence applications from date of receipt to date licence issued
Food Control	Inspection of new premises	80% of New Premises inspected within 28 days of registration or opening	Number of new premises inspected within 28 days of registration or opening
Neighbourhood Services	Public Health and Housing	Respond to 100% of complaints of harassment/illegal eviction within 1 working day	Number of complaints of harassment/illegal eviction