



# PERFORMANCE SELF-ASSESSMENT REPORT

2016-2017

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**Armagh City  
Banbridge  
& Craigavon**  
Borough Council

## 1.0 Introduction

This document presents a self-assessment of the performance of Armagh City, Banbridge and Craigavon Borough Council (the Council) in discharging the general duty under Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act) in relation to performance improvement arrangements.




It sets out an assessment of the Council's performance against the following three requirements:

1. \*Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste Management for 2016-17, including comparison with the previous year;
  2. Performance improvement objectives set out in the 2016-2017 Performance Improvement Plan;
  3. Baseline information on self-imposed indicators and standards collected during 2016-2017.
- \* contained within The Local Government (Performance Indicators and Standards) Order (NI) 2015

The publication of this information by Council fulfils in part the statutory requirement under Part 12, Section 92 of the Act. The Northern Ireland Audit Office (NIAO) will undertake an audit of how Council has implemented the statutory performance improvement duties and will produce an audit report which will be available on the Council website [www.armaghbanbridgecraigavon.gov.uk](http://www.armaghbanbridgecraigavon.gov.uk)

## 2.0 Performance Key

The key outlined below provides definitions for the three Red, Amber, Green (RAG) status levels which have been chosen to measure progress.

RAG Status		Definitions
RED		Standards/targets not achieved/missed/ well below previous year
AMBER		Standards/targets fallen slightly short/behind schedule/below previous year
GREEN		Standards/targets on track/being met/exceeded/better than last year

## 3.0 Statutory Performance Indicators And Standards

As part of the performance improvement arrangements for district councils, under the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015, a number of performance indicators and standards have been set for each of the 11 councils in Northern Ireland. These indicators and standards will continue to apply until an amending order or new order is enacted.

Performance measures have been specified for the functions of Economic Development, Planning and Waste Management. The aim of the performance measures is to promote the improvement of service delivery in these three service areas.


The Department of Trade and Investment (new Department of Economy) set the Economic Development indicators and standards as part of the governance and performance management arrangements for the Economic Development functions which has transferred to local councils. Information on the 11 Councils performance for 2016-2017 is set out in Appendix 1 to this report.

The Department of Environment (new Department for Infrastructure) set the Planning indicators and standards as part of the governance and performance management arrangements for the Planning functions transferred to local councils. The Department will publish performance by council area on a quarterly basis through the NI Planning Development Management Statistics Report. Information may be accessed using the following link: [www.infrastructure-ni.gov.uk/news/publication-northern-ireland-planning-statistics-third-quarter-201617](http://www.infrastructure-ni.gov.uk/news/publication-northern-ireland-planning-statistics-third-quarter-201617)

The Department of Agriculture, Environment and Rural Affairs (former Department of Environment) set the Waste Management indicators and standards. The Department will publish performance by council area on a quarterly basis through the NI Local Authority Collected Municipal Waste Management Statistics report. Information may be accessed using the following link: [www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-january-march-2017](http://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-january-march-2017)

The specific performance indicators and standards for the Council in relation to Economic Development, Planning and Waste Management are set out below, together with performance over the period April 2016 - March 2017, compared with the previous year (i.e. 2015-2016) and the Council's position given as a rank order 1-11 (1 being the best performing) in relation to other Northern Ireland councils.

**Table 1: Economic Development**

Ref	Statutory Indicator	Standard/Target	Actual 2015-2016 (including Rank*)	Actual 2016-2017 (including Rank*)
ED1	Number of jobs promoted through business start-up activity (business start-up activity means the delivery of completed client-led business plans under Department of Enterprise, Trade and Investment Regional Start Initiative or its successor programmes).	165	254 5th	232 4th 

Responsibility for the provision of business start-up support transferred from Invest Northern Ireland (INI) to Councils in April 2015, however, the 'Go for It' business start programme continued to be delivered on behalf of Councils by INI through a Service Level Agreement until October 2016. Since then individual Councils have taken forward their own business start programmes as a temporary measure, while the 11 Councils worked together to secure European Regional Development Funding for a long term Council led business start-up programme.

Armagh City, Banbridge and Craigavon Borough Council has identified growing the economy as its number one priority and has focused on business start-up and job growth to maintain high performance in this provision, despite transition from the INI delivered programme to interim Council delivery to the 11 Council joint programme.

Beyond this Council delivers a wide range of economic development initiatives and programmes for existing businesses including: growth mentoring, support for first time exporters, networking opportunities and business award, and sectoral initiatives such as our award winning Food Heartland initiative, Advanced Manufacturing, Life Sciences and Digital Sector Strategies. In addition, the Economic Development Department is currently developing projects to support its economic infrastructure such as improvements to local industrial estates and high speed broadband in rural areas.

*\* Rank relates to comparative position in terms of the 11 Northern Ireland councils: 1-11 (1 being the best performing)*

**Table 2: Planning**

Ref	Statutory Indicator	Standard/Target	Actual 2015-2016 (including Rank*)	Actual 2016-2017 (including Unofficial Rank*)
P1	Average processing time of major planning applications.	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks	43 weeks 4th	52.8 weeks 3rd (NI average 68.6 Weeks) <span style="color: red;">●</span>
P2	Average processing time of local planning applications.	Local applications processed from date valid to decision or withdrawn within an average of 15 weeks	22 weeks 11th	14 weeks 4th (NI average 16.2 weeks) <span style="color: green;">●</span>
P3	Percentage of planning enforcement cases processed within 39 weeks.	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint	79% 5th	82.2% 5th (NI average 80.7 %) <span style="color: green;">●</span>

The Planning Department was successful in meeting two of the three standards; (P2) the average processing time of local planning applications and (P3) the percentage of planning enforcement cases processed within 39 weeks. The average processing time for local planning applications (P2) reduced by 8 weeks and the percentage of enforcement cases processed to a conclusion (P3) increased by 3.2 percentage points over the previous year's performance.

Although the performance in relation to (P1) major planning application processing times has decreased, the Planning Department has improved its ranking by one place regionally, compared to last year's performance. In an effort to reduce the processing times for major applications the Planning Department established a dedicated team in February 2017, whose primary role is to process major planning applications.

In general, there was an increase of 10% in the number of planning applications received by the Council during 2016-17 compared to 2015-16, however, there was also an increase of 17% in the number of decisions issued by Council during the same period.

The Council is confident that the statistics for the first quarter of next year (2017-18) will, once released, show a marked improvement in the Planning Department's performance against (P1) average processing time of major planning applications - and that this will provide a platform on which further and continuous improvement will be made.

During 2017-18, the Planning Department proposes to conduct a review of its service, the purpose of which will be to achieve enhanced service delivery, including improved processing times for planning applications and enforcement cases.

*\*Rank relates to comparative position in terms of the 11 Northern Ireland councils: 1-11 (1 being the best performing). Ranking is based on the information contained in the statistical bulletin issued by the Department for Infrastructure for the 2016-17 business year.*

**Table 3: Waste Management**

Ref	Statutory Indicator	Standard/Target	Actual 2015-2016 (including Rank*)	Actual 2016-2017 (including Rank*)
W1	Percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	NI Landfill Allowance Scheme (50% by 2020)	**48% 2nd	**48.9% Rank not yet available as figures still to be verified by DAERA. ●
W2	Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	NI Landfill Allowance Scheme 2015/16 (30,759 tonnes) 2016/17 (29,173 tonnes)	** 10,407 tonnes 1st	** 10,293 tonnes ● Rank not yet available as figures still to be verified by DAERA.
W3	Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste arising (the total amount of waste collected).	No statutory standard has been set	**102,947 tonnes Rank not applicable as standard was not set.	**104,303 tonnes Rank not applicable as standard was not set.

The Council Municipal Waste Management Strategy was given Council approval in April 2017, along with an Action Plan for 2016-2019. A full roll out of a food waste collection system including brown bins, food waste caddies and liners was carried out. A full route optimisation study was carried out within the Armagh area to enable an efficient collection system to be put in place and cover new buildings acquired in transition to the new Council.

A full educational programme to householders, schools and community groups was carried out including posters and leaflets produced to explain how to use the food waste collection system. Harmonisation of waste contracts has enabled additional materials to be collected for recycling across the borough. Additional bring banks were sourced and set out for additional material collection. An events programme has been rolled out, with large scale recycling and composting promotions in place.

The Environmental Services Department has seen an overall increase in waste arisings in 2016-17 due to an increase in population and the up-turn of markets leading to increased buying power. The Council however, is continuing to increase landfill diversion and has reached a high percentage of 48.9%. This strong position indicates that the 50% standard expected for 2020 will be met.

In 2016-2017 the Council landfilled 10,293 tonnes of biodegradable waste, well below the 29,173 tonnes allowance which would have been permitted to landfill. This is as a result of the Council's well-established composting processes, the use of education/engagement programmes with the public and the roll out of further food waste collection systems across the borough.

The Council will continue with existing, and where possible new initiatives with local residents and businesses, promoting re-use, composting and recycling as effective ways of dealing with waste. It will continue to drive sustainable waste management practices, benefiting local and global communities.

\* Rank relates to comparative position in terms of the 11 Northern Ireland councils: 1-11 (1 being the best performing)

\*\* To be verified by the Department for Environment, Agriculture & Rural Affairs (DAERA)

## 4.0 Performance Improvement Objectives 2016-2017

(Contained Within The Council's Performance Improvement Plan For 2016-2017)


In June 2016 the Council published its Performance Improvement Plan for 2016-17. The Plan contained four performance improvement objectives as set out below. This section of the self-assessment report provides information on how these performance objectives have been achieved or progressed, using a range of statutory and non-statutory performance indicators.

Statutory indicators and standards are reported upon in Tables 1-3 above and are used in performance improvement objectives 1 and 2 to measure improvement in relation to achievement of these particular objectives.




### Performance Improvement Objective 1:

Assisting economic growth and investment across the Borough

**Performance improvement aspects:** Strategic effectiveness, service quality, service availability

Performance Indicator 2016 - 2017	Standard/Target	Baseline Information 2015 - 2016	Progression/ Achievement/ Outcomes 2016 - 2017
Number of jobs promoted through business start-up activity (business start-up activity means the delivery of completed client-led business plans under Department of Enterprise, Trade and Investment Regional Start Initiative or its successor programmes).	*165	254	232 

See Table 1 (page 2) and comments above relating to the Economic Development statutory indicator and standard.

Performance Indicator 2016 - 2017	Standard/Target	Baseline Information 2015 - 2016	Progression/Achievement/ Outcomes 2016 - 2017
Average processing time of major planning applications.	*average of 30 weeks	43 weeks	52.8 weeks 
Average processing time of local planning applications.	*average of 15 weeks	22 weeks	14 weeks 
Percentage of planning enforcement cases progressed within 39 weeks.	*70%	79%	82.2% 



See Table 2 (page 4) and comments above relating to the Planning statutory indicators and standards.

\* Statutory standard

## Performance Improvement Objective 2:


Enhancing our local neighbourhoods making them cleaner and more attractive.

**Performance improvement aspects:** Strategic effectiveness; efficiency; sustainability; innovation.

Performance Indicator 2016 - 2017	Standard/Target	Baseline Information 2015 - 2016	Progression/Achievement/ Outcomes 2016 - 2017
Percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	*49.5% by 2017.	48%	**48.9% 
Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	*NI Landfill Allowance Scheme is 29,173 tonnes for 2016/17.  Self-imposed Council Target: Falls to 10,069 tonnes.	10,407 tonnes	** 10,293 tonnes  (green for statutory standard of 29,173) but above self-imposed standard of 10,069
Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste arising (the total amount of waste collected).	*No statutory standard set.	102,947 tonnes	** 104,303 tonnes

See Table 3 (page 5) and comments above relating to the Waste statutory indicators and standards.

Although the Council performed very well, exceeding all of the statutory standards for waste management, we just fell short of meeting our self-imposed standard of 10,069 tonnes of biodegradable municipal waste landfilled by 224 tonnes.

Performance Indicator 2016 - 2017	Standard/Target (Self-imposed Target)	Baseline Information 2015 - 2016	Progression/Achievement/ Outcomes 2016 - 2017
Increase in the number of 'green flags' awarded to council parks in the Borough.	10	8	9 

Further environmental management of parks and identification and development of exemplar sites has taken place in 2016-2017. Wildflower planting, conservation, evasive species management, green gyms, education programmes and new play areas put in place and used to promote all the parks and green spaces for customer use. Biodiversity events and fun days are inviting the communities to use the parks and enjoy the green spaces.


\* Statutory standard

\*\* to be verified by DAERA

### Performance Improvement Objective 3:

Increasing the use of council leisure assets to facilitate increased physical activity and increased volunteering opportunities.


**Performance improvement aspects:** Strategic effectiveness; service quality; service availability; fairness.

Performance Indicator 2016 - 2017	Standard/Target (Self-imposed Target)	Baseline Information 2015 - 2016	Progression/Achievement/Outcomes 2016 - 2017
Increase in the number of visitors to council leisure facilities (includes indoor and facilities).	5% increase in the number of visitors to council leisure facilities (includes indoor and facilities)	3,138,419	4,331,366 38% increase (14.2% increase in like for like participation). 

The increase in use numbers is due to both a refinement in data collection and to a general increase in like for like activity.

The number of overall recorded users represents a 38% increase on the numbers reported for 2015-16. However, we believe the baseline figure was significantly under-reported due to a failure of two electronic people counters in Lurgan Park. If we remove these anomalies and any newly established counters, there has been a 14.2% increase in like for like participation.

The increase is due, in part, to the introduction of a new set of membership packages in Leisure Centres. This initiative, coupled with an expansion of the swimming programme, has contributed to an overall like for like increase of 520,000 Leisure Centre Users. The Council's Sports Development Action Plan saw diverse and innovative interventions to engage those least likely to participate in sport and physical activity to over 25,000 participants during 2016/17. Good case studies have been gathered to demonstrate this, which are available from the Sports Development Team within the Health and Recreation Department.

Performance Indicator 2016 - 2017	Standard/Target (Self-imposed Target)	Baseline Information 2015 - 2016	Progression/Achievement/Outcomes 2016 - 2017
Increase in the number of volunteer hours across health and recreation services.	50% increase in the number of volunteer hours across health and recreation services.	1550 hours	4408 hours 184% increase 

Whilst Council is still to approve a volunteer policy, significant progress has been made in setting up a comprehensive approach to volunteering. Volunteering has been operating in the Sports Development and Conservation Sections for many years and they continue to engage and train groups and individuals, increasing the overall hours in this period by 184%.


In particular, the Conservation Section has been able to significantly increase the number of volunteer opportunities and corresponding hours.



## Performance Improvement Objective 4:

### Increasing online citizen engagement and business/service transactions.

**Performance improvement aspects:** Strategic effectiveness; service quality; service availability; sustainability; efficiency; innovation.

Performance Indicator 2016 - 2017	Standard/Target (Self-imposed Target)	Baseline Information 2015 - 2016	Progression/Achievement/Outcomes 2016 - 2017
Increase in the number of online council business/service transactions*.	5% increase in the number of online council business/service transactions*.	47,133	63,112 34% increase 


**\* For the purposes of this report on-line transaction includes any transaction where a member of the public or a business can go on-line and pay for any Council service including purchasing of tickets, booking a class or event, paying for a license, paying for any goods or services. It excludes on-line activity such as browsing or downloading information or forms.**

There was a 34% increase in the number of online council business/service transactions far exceeding the target of 5%.

During the year a small number of new on-line business/service transactions became available such as Clare Glen Caravan Park, Portadown People's Park and other events such as the Heart and Sole Colour Dash. The most significant increase can be attributed to bookings for Couch to 5K and other outdoor leisure activity bookings and ticket sales for the Market Place Theatre and Arts Centre. This is reflective of the increase in usage of Council indoor and outdoor facilities as presented above.

The Council launched its new website and a new dedicated Health and Recreation website (GetactiveABC.com) which is intended to make it easier for people to access online booking and payment portals.

One of the improvement objectives in the 2017-2018 Performance Improvement Plan aims to increase customer satisfaction and accessibility to Council services. We want to build on achievements to date by developing and using technology to improve access to services e.g. online reporting and development of new websites which we expect will increase the number of services available on-line and number/percentage of online council business/service transactions.

Performance Indicator 2016 - 2017	Standard/Target (Self-imposed Target)	Baseline Information 2015 - 2016	Progression/Achievement/Outcomes 2016 - 2017
Engage with citizens through the digital engagement pilot.	At least 2,000	No baseline available as this is a new pilot.	275 people registered on the shapeabc digital platform. 

The 12-month digital pilot operated from June 2016 until May 2017. Learning from the pilot will be used to help inform options for future digital engagement within the context of wider online opportunities for service delivery and customer interaction.

## 5.0 Self-Imposed Performance Indicators 2016-2017

During 2016-17 baseline information in relation to a number of other self-imposed indicators was collated. It is anticipated with the development of a new Corporate Plan beyond 2017, that further work will be undertaken to establish a revised/wider set of performance indicators. We are working with a number of other Councils, the Association of Public Service Excellence (APSE) and the Department for Communities in order to inform future self-imposed indicators and to explore potential bench-marking opportunities.

Performance Indicator 2016 - 2017	Standard/Target (annually)	Baseline Information 2015 - 2016	Lead Department
1. Number of people with a disability engaged in sport or physical activity.	1500	1250	Health & Recreation
2. Number of clubs supported to become more inclusive of people with a disability.	3	1	Health & Recreation

This information is used to evidence how Council may meet the expected outcome (i.e. more people with a disability accessing sport and physical activity opportunities independently) from the delivery of the Everybody Active 2020, Get Out Get Active and Inclusive Sport Programmes.

This also provides some baseline information in relation to Performance Improvement Objective 1 in the 2017-2018 Performance Improvement Plan which is 'Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through increased participation.

Performance Indicator 2016 - 2017	Standard/Target	Baseline Information 2015 - 2016	Lead Department
3. Average number of calendar days to pay suppliers invoices.	30 days	28.5 days	Finance

Council recognises that the prompt payment of invoices is important to the business community and is particularly relevant to smaller local businesses. The performance in 2016-17 was below the 30-day target as set out in the Council's terms of business. The Council is reviewing its processes and hopes to improve its processing times to 25 days in 2017-2018 (an improvement of approximately 10%).

Performance Indicator 2016 - 2017	Standard/Target	Baseline Information 2015 - 2016	Lead Department
4. Percentage Freedom of Information (FOI) and Environmental Information Regulations(EIR) requests responded to within 20 working days.	100% within 20 working days (or agreed appropriate timescale).	79%	Governance & Democratic Services

Council recognises that during the year 2016-2017 performance fell below the 100% target. During the year Council received a total of 511 FOI requests. It is still experiencing a significant increase in the number of requests with a 38% increase in the first quarter of 2017-18 compared with the first quarter of 2016-17. As a result, Council has enhanced its recording methods and has further developed the Information Requests database to assist in monitoring and reporting of FOI/Environmental Information Regulation (EIR) activity. Additional resources have been reallocated to assist with the increased workload.

Council is committed to ensuring performance improvement in this area and endeavours to achieve 100% compliance within the statutory or agreed timescale. We have also recently commenced an Information Management Transformation Project within Council which should also contribute to increased performance in relation to FOI and EIR response times.

Performance Indicator 2016 - 2017	Standard/Target	Baseline Information 2015 - 2016	Lead Department
5. Training and capacity building provided to businesses to enhance regulatory compliance.	The number of training courses/ seminars promoted and provided for businesses and number of participants.	2 training courses/ seminars provided; 21 participants.	Environmental Health

As a contribution to the overall support by Council in promoting economic growth in the Borough, the Environmental Health Department provide advice to businesses on a one to one basis to deal with emerging issues and queries. This can be enhanced by offering appropriate businesses the opportunity for training and seminars to enhance staff development and employee skills. This will enhance regulatory compliance and the economic viability of the businesses. It is planned to build on the level of training and capacity building delivered during 2016-2017, through the targeted promotion of training courses and seminars to businesses across the borough during 2017-2018.

## 6.0 Significant Achievements 2016-2017

Here are some examples of the Council's significant achievements during 2016-2017.

### **Launch of the first Borough Community Plan**

'Connected' a Community Plan for Armagh City, Banbridge and Craigavon Borough was published in March 2017. It was then officially launched to an eager audience in a packed Mayes Hall in Craigavon Civic and Conference Centre on the 3rd May 2017.

The Community Plan, the first to be devised for the borough, is the result of 18 months of intensive collaboration between the council, statutory partners and communities to develop a shared vision for the area with the goal of creating a happy, healthy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.

### **The Year of Food and Drink**

Economic Development coordinated an extremely successful series of events, programmes and activities for the Year of Food and Drink under the umbrella of The Food Heartland brand. Council gained recognition for this project by receiving overall winner awards in two top categories at the Northern Ireland Food and Drink Awards.

Officially acknowledged as The Food Heartland for Northern Ireland, the Council, with the support of its partners, secured top billing in the 'Best Food Story' and the 'Roots to Market' categories which recognised the concerted effort made to put the area's quality food offer, food provenance and industry focus on a national and international scale.

In addition, Council received a Silver Award for Best of Northern Ireland Local Produce Garden at the Garden Show Ireland.

### **Market Place Theatre and Arts Centre Customer Service Awards**

The Market Place Theatre, located in Armagh City received the Customer Services Excellence (CSE) Government Customer Service Excellence Award and had double success at the NI Tourism Awards receiving Highly Commended Awards in the 'Customer Service Excellence' and 'Best Marketing Initiative' categories. The Council has just launched its Customer Care Strategy and it is hoped that other Council facilities and services will take their lead from the Market Place Theatre in customer care.

### **ISO Accreditations**

Council successfully achieved ISO 14001 for all council services and facilities, demonstrating commitment to environmental and economic sustainability by reducing waste as well as improving resource efficiency and driving down costs. The Environmental Health Department maintained the ISO 9001 Quality Management accreditation for all of their service areas across all sites in the Borough.

### **Recognition for Portadown People's Park**

The Park received the following 3 awards from the Royal Institute of Chartered Surveyors (RICS): Northern Ireland-Best Project for Community Benefit, Northern Ireland - Regeneration and UK - Highly Commended for Community Benefit.

### **Family Friendly Employer Award**

The Council was awarded 'Highly Commended Public Sector Organisation of the Year' by the Employers for Childcare with recognition for its commitment to family friendly policies through an extreme period of change.

### **Successful implementation of the Food Hygiene Rating Scheme (FHRS)**

Significant work was undertaken by Environmental Health staff to prepare businesses, for the introduction of the mandatory scheme and to assist them in improving their rating, including a range of seminars and one to one support.

### **Lough Neagh Discovery Centre Award**

The Conservation/Interpretive team was awarded, for the second time, a Learning Outside the Classroom Quality Badge, awarded by the Council for Learning Outside the Classroom. This is a nationally recognised indicator of good quality educational provision.

## 7.0 Committed to Continuous Improvement

The Council wants to assure all residents, businesses and all of its other stakeholders that it is fully committed to using its best endeavours to deliver services that are efficient, economical and of an exemplary standard. Council looks forward to working with residents, local businesses, our statutory partners and all other stakeholders to ensure that this happens.

As part of on-going change post local government reform, all Council departments are continuing to harmonise their services across the Borough. In January 2017, Council approved a framework within which departments will undertake a rolling programme of service reviews. Examples of currently approved service reviews include Governance, Planning and Building Control. The intended outcomes of the reviews include improved customer experiences and satisfaction with services provided, as well as improved efficiency and effectiveness, which will ultimately contribute to Council's strategic objectives as set out in its Corporate Plan.

A copy of the Council's current Corporate Plan (2015-2017) is available using the following link:  
**[www.armaghbanbridgecraigavon.gov.uk/council/corporate-publications](http://www.armaghbanbridgecraigavon.gov.uk/council/corporate-publications)**

We are currently working to develop a new Corporate Plan. It is our intention that this will align directly with the new Community Plan articulating our contribution to its delivery. It will shape our services for the coming years by providing clear direction and strategic objectives. It is anticipated that we will have our new plan developed and agreed by the end of 2017.

You may also wish to view our annual Performance Improvement Plan for 2017-18 on our website:  
**[www.armaghbanbridgecraigavon.gov.uk/council/performance-improvement](http://www.armaghbanbridgecraigavon.gov.uk/council/performance-improvement)**

## 8.0 How to Contact us

We welcome your ongoing feedback and comments or suggestions on how we might improve any of our Council services.

Please use one of the following ways to contact us:

**[www.armaghbanbridgecraigavon.gov.uk](http://www.armaghbanbridgecraigavon.gov.uk)**

Via the website, using the contacts page as above, or

**Email:** [performance@armaghbanbridgecraigavon.gov.uk](mailto:performance@armaghbanbridgecraigavon.gov.uk)

**Telephone:** 0300 0300 900

**In Writing:** Performance and Audit  
Armagh City, Banbridge and Craigavon Borough Council  
Armagh Old City Hospital  
Abbey Street  
Armagh  
BT61 7DY

If you would like further information about Council's performance, self-assessment report or to obtain copies of this or any of our other publications then please contact us using the details above.

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

**Economic Development Statutory Indicators and Standards Performance: 11 Councils April 2016 - March 2017  
BUSINESS PLAN APPROVALS BY COUNCIL AREA**

COUNCIL AREA	APR-16	MAY-16	JUN-16	JUL-16	AUG-16	SEP-16	OCT-16	NOV-16	DEC-16	JAN-17	FEB-17	MAR-17	TOTAL
Antrim & Newtownabbey	17	14	13	16	19	17	14	0	5	6	1	0	122
Armagh Banbridge & Craigavon	30	30	30	22	28	27	41	16	13	20	26	24	307
Belfast	45	55	61	60	53	67	90	0	0	28	30	12	501
Causeway Coast & Glens	25	24	17	20	24	38	38	21	18	21	24	6	276
Derry & Strabane	24	21	20	19	11	32	44	8	1	13	16	17	226
Fermanagh & Omagh	28	28	26	32	32	51	63	18	19	24	20	9	350
Lisburn & Castlereagh	12	20	19	23	22	25	26	9	8	14	21	17	216
Mid & East Antrim	21	19	32	16	19	25	37	13	9	14	19	31	255
Mid Ulster	20	37	32	27	35	35	47	25	20	19	22	20	339
Newry Mourne & Down	21	19	24	18	25	25	32	17	17	15	25	15	253
Ards & North Down	6	19	28	18	17	20	37	0	1	6	9	17	178
<b>TOTAL</b>	<b>249</b>	<b>286</b>	<b>302</b>	<b>271</b>	<b>285</b>	<b>362</b>	<b>469</b>	<b>127</b>	<b>111</b>	<b>180</b>	<b>213</b>	<b>168</b>	<b>3,023</b>

**COUNCILS BUSINESS START DASHBOARD - MARCH 2017**

COUNCIL	RSI BPS DELIVERED (APR 16 TO OCT 16)	TOTAL BPA'S DELIVERED (APRIL 16 TO MAR 17)	BPS DELIVERED ON COUNCIL INTERIM DELIVERY (NOV 16 TO MAR 17)	TARGET FOR COUNCIL INTERIM DELIVERY (NOV 16 TO MAR 17)	BALANCE OF TARGET COUNCIL INTERIM DELIVERY	PROPOSED TARGET JOBS PROMOTED (APRIL 2016 TO MAR 2017)	JOBS PROMOTED AT RSI RATE (0.75762)	BALANCE OF JOBS VERSUS ANNUAL TARGET	% ACHIEVED JOBS PROMOTED AGAINST SLA TARGET
Antrim & Newtownabbey	110	122	12	35	23	80	92	12	116%
Armagh Banbridge & Craigavon	208	307	99	104	5	165	233	68	141%
Belfast	431	501	70	130	60	325	380	55	117%
Causeway Coast & Glens	186	276	90	100	10	125	209	84	167%
Derry & Strabane	171	226	55	112	57	140	171	31	122%
Fermanagh & Omagh	260	350	90	157	67	170	265	95	156%
Lisburn & Castlereagh	147	216	69	35	-34	85	164	79	193%
Mid & East Antrim	169	255	86	94	8	85	193	108	227%
Mid Ulster	233	339	106	100	-6	210	257	47	122%
Newry Mourne & Down	164	253	89	125	36	155	192	37	124%
Ards & North Down	145	178	33	55	22	85	135	50	159%
<b>TOTAL</b>	<b>2,224</b>	<b>3,023</b>	<b>799</b>	<b>1,047</b>	<b>248</b>	<b>1,625</b>	<b>2,290</b>	<b>665</b>	<b>141%</b>









## Summary Tables: Performance Self-Assessment Report 2016-2017

Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste Management.

Ref	Statutory Indicator	Standard/Target	Actual 2015-2016 (including Rank*)	Actual 2016-2017 (including Rank*)	
ED1	Number of jobs promoted through business start-up activity.	165	254 5th	232 4th	●
P1	Average processing time of major planning applications.	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks.	43 weeks 4th	52.8 weeks 3rd (NI average 68.6 weeks)	●
P2	Average processing time of local planning applications.	Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.	22 weeks 11th	14 weeks 4th (NI average 16.2 weeks)	●
P3	Percentage of planning enforcement cases processed within 39 weeks.	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.	79% 5th	82.2% 5th (NI average 80.7 %)	●
W1	Percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	NI Landfill Allowance Scheme (50% by 2020)	**48% 2nd	**48.9% Rank not yet available as figures still to be verified by DAERA.	●
W2	Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	NI Landfill Allowance Scheme 2015/16 (30,759 tonnes) 2016/17 (29,173 tonnes)	** 10,407 tonnes 1st	** 10,293 tonnes Rank not yet available as figures still to be verified by DAERA.	●
W3	Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste arising (the total amount of waste collected).	No statutory standard has been set	**102,947 tonnes Rank not applicable as standard was not set.	**104,303 tonnes Rank not applicable as standard was not set.	

## Performance improvement objectives set out in the 2016-2017 Performance Improvement Plan

Performance Indicators 2016-2017	Standard/Target Set	Baseline Information 2015-2016	Progression/Achievement/ Outcomes 2016-2017
Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	Council Self-imposed target: falls to 10,069 tonnes.	10,407 tonnes	** 10,293 tonnes (green for statutory standard of 29,173) but above self-imposed standard of 10,069 
Increase in the number of 'green flags' awarded to council parks in the Borough.	Council Self-imposed Target:10	8	9 
Increase in the number of visitors to council leisure facilities (includes indoor and facilities).	5% increase in the number of visitors to council leisure facilities (includes indoor and facilities)	3,138,419	4,331,366 38% increase (14.2% increase in like for like participation). 
Increase in the number of volunteer hours across health and recreation services.	50% increase in the number of volunteer hours across health and recreation services.	1550 hours	4408 hours 184% increase 
Increase in the number of online council business/ service transactions*.	5% increase in the number of online council business/ service transactions*.	47,133	63,112 34% increase 
Engage with citizens through the digital engagement pilot.	At least 2,000	No baseline available as this is a new pilot.	275 people registered on the shapeabc digital platform. 

**Baseline information on self-imposed indicators and standards 2016-2017**

Performance Indicators	Standard/Target Set	Baseline Information 2015 - 2016	Lead Department
1. Number of people with a disability engaged in sport or physical activity.	1500 annually	1250	Health & Recreation
2. Number of clubs supported to become more inclusive of people with a disability.	3 annually	1	Health & Recreation
3. Average number of calendar days to pay suppliers invoices.	30 days	28.5 days	Finance
4. Percentage Freedom of Information (FOI) and Environmental Information Regulations(EIR) requests responded to within 20 working days.	100% within 20 working days(or agreed appropriate timescale).	79%	Governance & Democratic Services
5. Training and capacity building provided to businesses to enhance regulatory compliance.	The number of training courses/ seminars promoted and provided for businesses and number of participants.	2 training courses/ seminars provided; 21 participants.	Environmental Health

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