



Performance Self-assessment Report

2017 - 2018

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**Armagh City
Banbridge
& Craigavon**
Borough Council

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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 for 2017/2018, including comparison with the previous year;
2. performance improvement objectives set out in the 2017/2018 Performance Improvement Plan;
3. baseline information on self-imposed indicators and standards collected during 2017-2018 and the previous year.
** 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.

During 2017-2018 the Council met or exceeded all statutory performance standards/targets with the exception of processing time for major planning applications, however, during this period a significant improvement was achieved as the average number of weeks taken to process a major application decreased by 16.4 weeks compared with the previous year and is well below the NI average of 50.2 weeks.

In 2017-2018 Council met or exceeded 31 of the 43 or 72% of standards/targets relating to the achievement of the four performance improvement objectives, for which information was collected. Further information in respect of these is detailed within the body of this report. These include a number of the statutory targets.

A further 10 or 23% of standards/targets fell only slightly short and 2 or under 5% were not achieved compared with last year's performance. Council has met or exceeded 4 of the 5 other self-imposed indicators and standards..

The report demonstrates Council's significant achievement of performance improvement objectives and continuous improvement in delivery of Council services. The performance information will also be used to help inform future performance improvement objective setting and business plans to ensure that Council continues to put in place arrangements to ensure continuous improvement in service delivery.

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 Economy (the former Department of Trade and Investment) 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 2017-2018 is set out in Appendix 1 to this report. The Department for Infrastructure (the former Department of Environment) 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 publishes performance by council area on a quarterly basis through the NI Planning Development Management Statistics Report. Information may be accessed using the following link:

<https://www.infrastructure-ni.gov.uk/news/publication-northern-ireland-planning-statistics-third-quarter-201718-statistical-bulletin>

The Department of Agriculture, Environment and Rural Affairs (DEARA) (former Department of Environment) set the Waste Management indicators and standards. The Department publishes 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:

<https://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 2017-2018, compared with the previous year (i.e. 2016-2017) see table 1-3. The Council's position is 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 2016-2017 (including Rank*)	Actual 2017-2018 (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	232 ● 4th	185 ● 4th

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

Comments

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. Between Oct 16 and August 17 individual Councils progressed 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. The 11 Council Programme then started on the 1st Sept 2017. Although Council exceeded the target of 165 by 20, 2017-18 saw a fall in the number of business starts and similarly a fall in numbers of jobs created by the programme across all Councils. The formula used to calculate the number of jobs created by the programme also changed. Previously jobs created were calculated as number of business plans approved x 0.76 for the Invest Northern Ireland programme while for the Council programme it is calculated as number of business plans approved x 0.61. Council continues to deliver a wide range of economic development initiatives and programmes for existing businesses including: growth mentoring, support for first time exporters including trade and investment missions to India, USA and England; networking opportunities and business awards; 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 progressing projects to support its economic infrastructure such as improvements to local industrial estates and high speed broadband in rural areas.

Table 2: Planning

Ref	Statutory Indicator	Standard/Target	Actual 2016-2017 (including Rank*)	Actual 2017-2018 (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	52.8 weeks  3rd (NI average 68.6 weeks)	36.4 weeks  3rd (NI average 50.2 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	14 weeks  4th (NI average 16.2 weeks)	14 weeks  4th (NI average 15.2 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	82.2%  5th (NI average 80.7 %)	82.2%  3rd (NI average 77 %)

*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 2017-18 business year.

Comments

The Planning Department was successful in meeting 2 of the 3 standards; (P2) the average processing time of local planning applications and (P3) the percentage of planning enforcement cases concluded within 39 weeks. The average processing time for local planning applications (P2) remained the same as last year and the percentage of enforcement cases processed to a conclusion (P3) increased by 1.8 percentage points over the previous year's performance.

While the target for (P1) major planning applications, was narrowly missed, the processing times decreased by 16.4 weeks compared to last year's performance.

During 2017/18 the Council's Planning department received a total of 1,331 applications, which is a decrease of 4% on the previous financial year and received the 4th highest number of applications across all NI councils. In terms of applications received the top 4 councils, which includes this Council, accounted for 47.4% of all applications received across Northern Ireland.

During 2017/18 the Council's Planning Department issued a total of 1,123 decisions, the 4th highest number of decisions issued across all NI councils.

During 2017-18, the Planning Department commenced a review of its service, the purpose of which is to achieve enhanced service delivery, including improved processing times for planning applications and enforcement cases. A Service Improvement Plan has been developed and was presented to the Planning and Regulatory Services Committee in August 2018.

Table 3: Waste Management

Ref	Statutory Indicator	Standard/Target	Actual 2016-2017 (including Rank*)	Actual 2017-2018 (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)	48.8% 3rd	**50.84% 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 2016/17 (29,173 tonnes) 2017/18 (27,588 tonnes)	11,107 tonnes 2nd	** 10,730 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	104,342 tonnes	**105,840 Rank not applicable as standard was not set.

* 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)

Comments

The Council Municipal Waste Management Strategy was given Council approval in April 2017, along with an Action Plan for 2016-2019.

The Actions set out for 2017/18 have been implemented and completed, in-line with National campaigns, legislation and duty of care.

A full roll out of a food waste collection system including brown bins, food waste caddies and liners was carried out. A route optimisation study within identified problem areas in Banbridge and Craigavon was carried out to enable an efficient collection system to be put in place.

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 (particularly the Mixed Dry Recyclables and Bio-waste Contracts have 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 arising in 2017-18 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 and succeeded the statutory target of 50% by 2020 with a high percentage of 50.84%.

In 2017-2018 the Council landfilled 10,730 tonnes of biodegradable waste, well below the 27,588 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.

4.0 Performance Improvement Objectives 2017-2018

(Contained Within The Council's Performance Improvement Plan For 2017-2018)

In June 2017, the Council published its Performance Improvement Plan for 2017-18. The Plan contained 4 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 the previous tables (Tables 1-3) and are used in performance improvement objectives 2 and 3 to measure improvement in relation to achievement of these particular objectives.

Performance Improvement Objective 1:

Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through increased participation.

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Completion and reach of the public awareness initiative.	N/A	None set	31 promotional campaigns, 3 promotional events	●
Number of health programmes and community engagement sessions delivered.	90 health programmes, 62 community engagement sessions.	90 health programmes, 62 community engagement sessions.	100 programmes and 73 community engagement sessions.	●
Health and Recreation website operational.	Not operational	Operational	Operational	●
Number of events and mass participation activities run in our parks and open spaces.	43	57	63	●
Number of training and learning opportunities availed of.	N/A	10 training events/ workshops with minimum of 100 participants	6 events, 295 participants	●
Number of volunteer hours.	4408	4408	3001	●
Community Centre and Town Hall user numbers.	15,033 bookings 434,624 users	15,000 bookings 375,000 users	14,360 bookings 374,157 users	●
Number of indoor leisure memberships.	3868	4061	4557	●
Number of participants in activities for targeted groups.	8424 participants & 10 Course	Maintain or increase baseline	8380 participants & 11 courses	●
Number of users in parks, outdoor spaces and outdoor leisure facilities.	4,331,366	4,374,680	3,996,038	●

Comments

Council considers it important to raise awareness of how we can improve mental, physical and social wellbeing and then to offer opportunities for citizens to address the factors highlighted. On the whole this has been successful with the exception of those actions and interventions which rely on the use of outdoor spaces. Community Development have undertaken a pilot “Making a Difference Campaign” to target people not currently connected to Council services.

Significant activity has taken place with regard to public awareness raising for major health issues which include: Mental Health and Suicide Awareness; Men’s Health; Smoking Cessation; Organ and Blood Donation; Older People’s health and dementia; Heart and Soul Colour Dash; Cardiopulmonary Resuscitation (CPR) awareness and training; targeted promotion of a wide range of services and interventions throughout the year. A range of media have been used which include engagement sessions with communities, information stands, email, banners/posters/flyers in community settings, lighting up of buildings, newspapers, social media, Council website and the Council household magazine ‘Borough Link’ distributed to over 85,000 households.

In collaboration with statutory and community and voluntary sector partners, a broad range of health and wellbeing programmes, training and engagement sessions have been delivered in community settings, in areas of deprivation and to those that experience inequalities in health. Council invested in increased engagement sessions to generate interest and motivation to participate. Health Programmes cover a range of physical, mental and emotional health issues for a broad range of groups and in a range of settings and geographical areas. Community centre and town hall user numbers almost reached the target set for the year with a slight shortfall of 640.

Council wishes to provide citizens and visitors with high quality open spaces across the borough to pursue an active and healthy lifestyle. However, this is dependent on the weather and where there are periods of extreme cold or wet weather - as was the case in early 2018 - progress in this area can be significantly curtailed. However, our direct interventions and our indoor leisure membership scheme have been very successful with increasing participation.

We have previously relied on specific initiatives such as the Steps to Success programme to recruit volunteers, however that proved to be less successful in the past year. A volunteer policy has now been drafted and the process of rolling out opportunities in a more structured way has commenced and it is hoped to progress with a focus on increasing volunteering hours again over the next year.

Performance Improvement Objective 2: Improve economic growth across the borough.

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
*Number of new jobs promoted through 'Business Start-up' activity.	232 4th of 11 NI Councils	165	185 4th of NI Councils	●
Number of business plan applications approved.	307 4th of 11 NI Councils	278 (self-imposed)	276 4th of NI Councils	●
Percentage of business plan applications granted for a 'Business Start-up'.	Not available.	Not available.	Not available.	N/A information not available
The number of exporting opportunities created.	N/A	50	162	●
Number of businesses who avail of new bespoke training opportunities.	N/A	None set as commencement deferred	Not available as commencement deferred	N/A commencement deferred
Establishment of an Employability and Skills Forum and Strategy.	N/A	Forum established.	Strategy complete, forum establishment progressing.	●
Engagement with key global businesses	N/A	12	30	●
Number of existing small to medium size enterprises (SMEs) in key growth sectors supported through business mentoring.	New indicator	50	121	●
Number of new social enterprise start-ups.	N/A	15	13	●
Number of new rural jobs created.	68 Full time 5 Part time	24 Full time	13	●
Number of rural businesses increasing their export market.	22	41 Businesses	17	●
Three themed tourism packages developed for an international tourism audience.	New indicator	3	4 (Heritage, Food, Culture, Cider)	●
Number of users of Council cultural venues.	180,553	186,000	179,376	●
Delivery of Council led signature events.	3	3	3	●

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Advancement of the local Development Plan through the formal stages of the process.	Timetable for LDP agreed with Dfl.	Preferred Options Paper, Sustainability Appraisal Scoping Report & Interim Report published in accordance with agreed timetable	Preferred Options Paper, Sustainability Appraisal Scoping Report and Interim Report published in accordance with agreed timetable.	●
*Major planning applications processed within an average of 30 weeks	52.8 weeks. 3rd of 11 NI Councils. (NI average 68.6 weeks)	Average 33 weeks.	36.4 weeks 3rd of 11 NI Councils (NI average 50.2 weeks)	●
*Local planning applications processed within 15 weeks.	14 weeks 4th of 11 NI Councils (NI average 16.2 weeks)	Within 15 weeks	14 weeks 4th of 11 NI Councils (NI average 15.2 weeks)	●

*Statutory Indicator/ Standard

Comments

Council exceeded the statutory target of promoting 165 jobs through business start activity achieving a figure of 185 job promoted. Council also came within 1% of the self-imposed target of achieving 278 approved business plans. The target for exporting opportunities created (50) was significantly exceeded as was the target for engagement with key global businesses. The target for new social enterprises start-ups (15) in the borough was narrowly missed with 13 created in the 17-18 year. Figures for percentage of business plan applications granted for a 'Business Start-up' are not provided by the 11 Council project management team therefore this figure is not reported in this document. The number of businesses who avail of new bespoke training opportunities did not form part of Councils service provision in the past year as originally intended and therefore the information is not available for reporting purposes. The establishment of an Employability and Skills Forum has been delayed and is set for completion in 2018/19.

Cultural venues have a role in attracting visitors to the Borough thus enhancing the economy. Council cultural venues have maintained similar user numbers from the previous year but did not reach the higher target set for 2017/18. The Tourism Strategy has identified strategic sites for capital spend which should assist in achieving the increased user footfall, however this will take time to achieve as part of the capital plan over the coming years. The Rural Development Team (SOAR ABC) has made great progress with the grants scheme for Rural Businesses. Council has supported a further 17 businesses in 2017-18 to develop and grow to enable them to expand export opportunities. The Rural Development Team has also supported the creation of an additional 38 full time jobs in the Borough in the 2017/18 period. It is recognised that efficient processing of planning applications make a contribution to the economy of the Borough. 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 concluded within 39 weeks. The average processing time for local planning applications remained the same as last year and the percentage of enforcement cases processed to a conclusion increased by 1.8% points over the previous year's performance. While the target for major planning applications, was narrowly missed, the processing time improved by 16.4 weeks compared to last year's performance. The Local Development Plan continues to progress in line with the timetable, the Preferred Options Paper, Sustainability Appraisal Scoping Report & Interim Report were published in accordance with agreed timetable.

Performance Improvement Objective 3:

To protect, enhance and promote the built, natural and cultural heritage, creating vibrant and attractive urban and rural areas.

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Number of property owners supported to invest in buildings to attract more uses for our city, towns and villages.	60 property owners supported. 11 Public Realm Schemes completed.	303 property owners supported 11 Public realm schemes supported.	305 property owners supported and 11 public realm schemes delivered and/or commenced.	●
Number of buildings protected through heritage led regeneration schemes	Preparations for HLF completed.	120 buildings	HLF approval of stage 2 Bid for Armagh. HLF Stage 1 approved & Funding stage 2 prepared for Lurgan.	●
Number of property owners and retailers engaging in funded initiatives and partnership led initiatives.	110 businesses.	170 businesses	180 businesses.	●
Amount of funding secured.	£14,933,569	No financial target set.	£12,735,002	
Number of promotional campaigns delivered	12 promotional campaigns.	12	12	●
*Recycling and composting of the borough's waste.	48.8% 3rd of 11 NI Councils.	Increased to 49.5%.	50.84% 3rd of 11 NI Councils	●
*Amount of Biodegradable Municipal Waste landfilled	11,107 tonnes 2nd of 11 NI Councils.	Council self-imposed decreased to 10,019 tonnes. Statutory standard/target decreased to 27,588 tonnes.	10,730 tonnes	●
Satisfaction levels with cleanliness of the Borough.	13% of areas surveyed had litter and dog fouling. (KNIB survey)	Improve on baseline.	13% of areas surveyed had litter and 1% of areas surveyed had dog fouling.	●
The number of environmental best practice accreditations.	11	Maintain 11 accreditations.	11	●
Hectares of scrub removed from Brackagh Bog ASSI.	3	3	6	●
*70% of all planning enforcement cases to be processed within 39 weeks of receipt of complaint.	82.2% 5th of 11 NI Councils (NI average 80.7%)	70% within 39 weeks of receipt of complaint.	82.5% 3rd of 11 NI Councils (NI average 77%)	●

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Number of users of Council cultural venues.	180,553	186,000	179,376	●
Advancement of the Local Development Plan through the formal stages of the process.	Timetable for LDP agreed with DfI.	Preferred Options Paper, Sustainability Appraisal Scoping Report and Interim Report published in accordance with agreed timetable.	Preferred Options Paper, Sustainability Appraisal Scoping Report and Interim Report published in accordance with agreed timetable.	●
Delivery of a rural digital connectivity pilot project. Number of residences and visitors benefiting from increased internet speeds.	New indicator.	N/A	Programme still under review	●

*Statutory Indicator/ Standard

Comments

Council was successful in the delivery of a range of regeneration programmes and capitalised on significant funding drawn from Department for Communities with 305 property owners supported to invest in buildings across the Borough: including schemes such as the Shop Front, Paint and Prepare, Banbridge & Dromore Revitalisation, Vacant property scheme, and 11 public realm schemes were delivered and /or commenced. Working practices in relation to schemes involving 3rd party land and property continue to be refined, with a clear model now established in relation to wayleave / licence and maintenance agreements. Rolling programmes including 'Shopfront Improvement' grants will continue, while additional programmes of support aimed at property owners are actively being developed for delivery during 2018/19 and beyond.

Progress continued with the approval of the Armagh Townscape Heritage Round 2 HLF application, and the Lurgan Townscape Heritage Round 2 HLF, with a decision due in September 2018 and significant progress anticipated through the rest of 2018 to enable Council's target number of buildings to be protected through heritage led regeneration schemes. The Business Partnership Alliance (BPA) was formally launched in September 2017 with 100 businesses attending and 58 retailers becoming registered members by end March 2018. 80 retailers participated in Business Boost workshops which ensured Council met its targets for the number of property owners and retailers engaging in funded initiatives and partnership led initiatives.

During 2017/18 funding secured for the Borough was as follows: HLF funding confirmed for Armagh: £2m HLF, £2.4m private sector and £2m Council, £1.9million funding delivered through NI Rural Development programme under Rural Business Investment scheme and Village Renewal Measure (9 village plans produced) and £35k Historic Environment Fund.

During the year 12 promotional campaigns were delivered including the following: Christmas campaign delivered across both Urban and Rural Towns and Villages, Fashion Promotional campaign took place in 5 urban centres throughout style week with 72 retailers participating, Living Over The Shops (LOTS) Initiative, Evening Economy Strategy ongoing, 1 Outdoor Cinema Event, Participation at MIPIM UK event 2017 (30 investment lead generated MIPIM) 100 perspective investors attended investment showcase events in London, Dromore Spring Fair Market Event, Age Friendly Towns campaign in 6 urban centres. The event attracted 389 active participants and 85 retail businesses were engaged in the campaign, 3 Twilight markets-events attracted 10,000+ visitors, Integrated marketing initiative across the Borough commenced for 6 urban centres, Business Breakfast hosted in partnership with Portadown Chamber of commerce- over 80 business attended. This work is undertaken to protect, enhance and promote the built, natural and cultural heritage and to create vibrant and attractive areas across the Borough.

There has been an overall increase in waste arisings in 2017/18 due, in part, to an increase in population. The Council, however, is continuing to increase landfill diversion and has reached and succeeded the statutory target of 50% by 2020 with a high percentage of 50.84%. In 2017/18 the Council landfilled 10,730 tonnes of biodegradable waste, well below the 27,588 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.

An independent litter and dog fouling cleanliness survey was carried out by Keep Northern Ireland Beautiful. The results show that cleanliness levels reached are amongst the highest in NI. A joint Environmental Services and Environmental Health customer satisfaction survey to include cleanliness is proposed for 2018/19 to provide a baseline satisfaction level going forward. During 2017-18 the Council maintained its 11 environmental best practice accreditations including 9 Green Flags, Rare Breed Recognition and Quality Badge for Learning Outside the Classroom. Conservation teams were hampered in the clearance of additional scrub at Brackagh Bog due to extreme weather conditions, however the hectares cleared were above double the target set for the year.

The Council's cultural venues have maintained similar user numbers from the previous year but did not reach the higher target set for 2017/18. The Tourism Strategy has identified strategic sites for capital spend which should assist in achieving the increased user footfall, however this will take time to achieve as part of the capital plan over the coming years.

Planning has a role in protecting and enhancing the Borough as well as contributing to economic activity. The percentage of Planning enforcement cases processed to a conclusion improved by 1.8% points over the previous year's performance. During 2017/18, the Planning Department commenced a review of its service, the purpose of which is to achieve enhanced service delivery, including improved processing times for planning applications and enforcement cases. A Service Improvement Plan is currently being developed and will be presented to the Planning and Regulatory Services Committee in due course. The Local Development Plan continues to progress in line with the agreed timetable, the Preferred Options Paper, Sustainability Appraisal Scoping Report & Interim Report were published in accordance with agreed timetable.

The rural broadband project was halted due to funding being made available to the Department for the Economy to improve rural broadband across NI, however it is still under review.

Performance Improvement Objective 4:

Increase customer satisfaction and accessibility to Council services

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Customer satisfaction levels, identified through surveys and monitoring of feedback to establish baseline information	1 department collected information: Health and Recreation - 80.95% combined satisfaction level as of 31st March 2017,	4 departments to undertake customer satisfaction surveys including the Health and Recreation, Planning, Building Control, Community Development	Health and Recreation: 82% satisfaction levels (based on 199,959 responses). Planning: survey still on-going Building Control: 93% overall satisfaction (at as of October 2017). Community Development facilities: 89.9% combined customer satisfaction (based on 248 responses).	●
Corporate complaints procedures reviewed and implemented	Interim complaints procedure in use.	New complaints procedure in use.	Draft procedure agreed rolled out from 2 July 2018.	●
The number of front line staff trained in customer care.	New indicator.	All staff (1839) to receive presentation on Customer Goals, definition and behaviours.	515	●
The number of services available on-line.	78	Increase from previous year.	125	●
The number of on-line business/service transactions.	63,112	Increase from previous year.	88,310	●

Comments

Customer Care is one of the Council's top priorities which has been reaffirmed in the new Corporate Plan under the theme of 'Committed Council' and the commitment to 'Increase Customer Satisfaction'. In September 2017 the Customer Care Strategy was officially launched along with the Customer Care Action Plan for 2017-2018. The Action Plan contains a number of other actions which will also contribute to this objective. The Council received quarterly and annual reports on progress against the 2017-2018 Action Plan and has approved a new Customer Care Action Plan for 2018-2019 to ensure implementation of the Customer Care Strategy continues.

There has been an increase in the number of departments undertaking customer surveys and going forward there will be a calendar of scheduled customer surveys planned and agreed for 2018/19. This has been assisted by the use of our new consultation hub which was introduced during 2017/18 and associated staff training. The revised Corporate Complaints procedure was developed in year and is now in use since 2nd July 2018. Training has also been organised for staff during 2018/19 on how to deal with corporate complaints. Approximately a quarter of all staff including casuals have now received a presentation from colleagues on our new customer care goals, definition and associated behaviours that have been developed by staff over a series of workshops. The presentations are on-going and will continue until all staff have attended.

During 2017/18 Council has increased the number of on line services available by 60%, with a total of 125 online services now available. Correlating to this, our online transactions for 2017/18 have also seen an increase of 40%.

5.0 Self-Imposed Performance Indicators 2017-2018

During 2016-2017 baseline information in relation to a number of other self-imposed indicators was collated. The table below sets out that 2016-17 baseline information and our performance in relation to these performance indicators during 2017-18. The Council launched its new Corporate Plan (2018-2023) in May 2018 and during the business planning process moving beyond 2018-2019 further work may be undertaken to establish a revised/wider set of performance indicators. We are working with a number of other Councils and the Department for Communities in order to inform future self-imposed indicators and continue to explore potential bench-marking opportunities.

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Number of people with a disability engaged in sport or physical activity.	1250	1500 annually	2119	●
Number of clubs supported to become more inclusive of people with a disability.	1	3 annually	3	●

COMMENTS

This year the Council has achieved a number of objectives through the ISLI/GOGA programmes. The Council has engaged many new people with a disability, through a range of programmes both new and existing.

A number of disability groups have been assisted to gain funding to develop their programmes and the Council has worked with a number of sports clubs to promote inclusion. For example, Lurgan Tennis Club was assisted in setting up three disability sessions which ran weekly for 10 weeks. This included marketing, disability Inclusion training for coaches and volunteers, as well as support sessions. The club is now hoping to include a disability session in their summer programme.

For the first time, the Council brought together special schools and schools with Learning Support Units from across the Borough to compete in a number of sports competitions and we hosted a very successful sensory mile run/walk in Portadown People's Park with 130 people taking part. This was the first event of its kind in NI and was so successful that another one was run in the summer of 2018.

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Average number of calendar days to pay suppliers invoices.	28.5 days	25 days	24.8 days	●

Comments

Council recognises that the prompt payment of invoices is important to the business community and is particularly relevant to smaller local businesses. The Council achieved its target of the payment of invoices within 25 days. Efforts will continue to further improve upon this performance in 2018/19 with a revised target of 22 days.

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Percentage Freedom of Information (FOI) and Environmental Information Regulations(EIR) requests responded to within 20 working days.	79%	100% within 20 working days (or agreed appropriate timescale).	68%	●

Comments

The Council recognises that during the year 2017-18 performance fell below the 100% target. During the year Council received a total of 545 FOI requests. The Council has enhanced its recording methods and will continue to develop 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 when embedded into normal business processes should also contribute to increased performance in relation to FOI and EIR response times. Training will also be provided for departmental representatives who coordinate information requests to ensure that the staff have a better understanding of the legislation and associated timescales.

Performance Indicators 2017/2018	Baseline Information 2016-2017	Standard/Target 2017/2018	Performance 2017/2018	Performance Key (RAG)
Training and capacity building provided to businesses to enhance regulatory compliance.	2 training courses/ seminars provided; 21 participants.	Exceed the number of training courses/ seminars promoted and provided for businesses and number of participants.	7 training courses/ seminars provided; 165 participants.	●

Comments

Environmental Health Department provide advice to businesses on a one to one basis to deal with emerging issues and queries. This is enhanced by offering appropriate businesses the opportunity for training and seminars which will promote greater regulatory compliance and the economic viability of the businesses as part of the overall support provided by Council in promoting economic growth. During 2017/18 the following targeted training courses and seminars were delivered:

- Two Food Allergen and Health and Safety compliance seminars; 487 businesses were invited, 70 participants from 55 businesses attended the seminars.
- Calorie Wise workshop; 37 food businesses were invited, 20 participants from 11 businesses attended. This is a voluntary scheme, developed by The Food Standards Agency (FSA) in partnership with NI Councils with the aim of encouraging food businesses to display calorie information on their menus.
- 3 Health and Safety training sessions were delivered to 62 Hair and Beauty students and 3 lecturers in the Higher education sector. These students are future business owners and it is envisaged the training will equip them with the knowledge and skills necessary to achieve and maintain compliance in their future workplaces. The attendance of lecturers at the training will build capacity in relation to Health and Safety in the Hair and Beauty sector.
- 1 training session was delivered in partnership with Chartered Institute of Housing, 'Learning 2 Let' programme for private landlords. 10 landlords / letting agents attended. The Learning 2 Let programme aims to give the knowledge, skills, and confidence to ensure full compliance with all legal obligations.

6.0 Financial Performance

The Council's 2017/18 overall budget funding of £66.3m was raised by way of rates income of £62.4 million along with Central Government grants of £3.9m. Whilst some directorates were able to generate income from frontline services (e.g. Leisure Centres) the net budgeted cost to Council in each of the four directorates was as follows: Position £5.5m Place £6.5m; People £34.4m, Performance £8.8m as well as a further £11.1m to fund the various capital projects across Council.

The Annual Statement of Accounts is published on the publications section of the Council's website: www.armaghbanbridgecraigavon.gov.uk

7.0 Significant Achievements 2017-2018

Here are some examples of the Councils significant achievements during 2017-2018.

Corporate Website

The Council have improved the way we deliver information to our customers with the launch of our brand new corporate website in May 2017, featuring a fresh and modern design. The Council examined what our customers use our website for and designed it with their needs in mind. The content has been streamlined, making it easier to navigate for residents and businesses.; with a powerful new search function and homepage features clear and easy to read icons.

Consultation Hub

In January 2018 Council launched a newly formed Consultation Hub. The system used to build the online consultations and surveys is called 'Citizen Space' - this results in an easier process for both the Council officer responsible for the survey, and for the user. The system will gather the information and produce an end report.

Available to all Council Departments, the service assists with planning a consultation, customer feedback and internal and external surveys.

Consultations, including Corporate Plan 2018-2023 and Annual Performance Improvement Objectives 2018/2019

In January 2018, the Council availed of the new Consultation Hub and sought views on two consultations. The first sought views on **Draft Corporate Plan 2018-2023** - the plan sets out an ambitious vision for the future direction of Council over the next 5 years. It outlines how our departments, teams and individual members of staff will work to deliver our public services, for the benefit of customers, residents and communities. The second asked for views on our **Draft Performance Improvement Objectives 2018/2019**. Each year council is required to set objectives for improving how we carry out our functions and to put in place arrangements to continue to improve on the services we deliver.

For the Council to be effective it was important that as many members of the local community offer feedback on the draft plans; to ensure they reflect those views and address the needs of customers, residents and communities across the borough. The Consultation Hub was one of a number of consultation media used for these documents.

NI Local Government Awards

In October 2017, Council scooped 3 Awards at NI Government Awards. These included:

- Best Local Authority Digital Integration project
- Best Local Authority Community Planning Initiative
- Best Enterprise Initiative by a Council

FE McWilliams Gallery

In September 2017, The F.E. McWilliams Gallery & Studio in Banbridge was been awarded a four-star rating under Tourism Northern Ireland's (Tourism NI) visitor experience grading quality scheme for the third consecutive year.

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.

Lough Neagh Discovery Centre Award

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

Fairtrade Borough Award

The Council was awarded Fairtrade status for the Borough in recognition of its best practice, support, dedication and promotion and education of the Fairtrade products and campaign.

Rare Breed Status, Tannaghmore Gardens and Animal Farm

This status represents the commitment to the conservation, breeding and promotion of rare and endangered breeds of farm animals. It is the only farm in the whole of Ireland to be honoured with this accolade, demonstrating an excellent standard of breeding programmes and actively promoting public education of the importance of endangered native farm breeds and the need to conserve their unique genetic characteristics.

Environmental Standards

The Borough's exceptional high Environmental Standards was recognised in October 2017, with the Council receiving the following awards:

- Charlestown Ulster in Bloom Small Village Award
- Armagh - Best Kept Medium Town Award
- Banbridge - Best Kept Large Town Award

NI Environmental Benchmarking

In 2017-2018, Council achieved Gold at NI Environmental Benchmarking Survey Award. The aim of the survey is to assess the extent to which environmental business practices have been embedded within the corporate strategies and operations of local organisations.

The voluntary survey benchmarks organisations against their peers on the basis of environmental management and performance in key areas. It helps organisations to monitor and publically report on their own environmental performance while driving improvement and raising awareness of environmental issues.

Green Flag Awards

Nine of Armagh City, Banbridge and Craigavon Borough Council parks have achieved Green Flag status - four of which for the very first time.

Armagh City, Banbridge and Craigavon Borough Council Canal Greenway, Lough Neagh Conservation Area and The Mall in Armagh City can now fly this prestigious flag, while the Palace Demesne in Armagh City received the Green Heritage Award for the very first time, only one of three in Northern Ireland. Meanwhile other parks throughout the borough including Edenvilla Park in Portadown, Lurgan Public Park, Tannaghmore Gardens, Dromore Town Park and Solitude Park continue to fly the prestigious Green Flag for the borough.

NI Best Place Award

Armagh's historic city centre, famed for its Georgian architecture, was announced as the second runner up in Northern Ireland's Best Places competition. The nationwide competition, organised by the Royal Town Planning Institute Northern Ireland, celebrates the places protected, carefully planned or improved by town planners for communities. Nearly 4,000 people voted on a shortlist of 10 places

Quest Award

Cascades Leisure Complex, Craigavon secured 'Quest' leisure accreditation for excellence in customer service and ongoing quality improvements. 'Quest' is the UK quality scheme for sport & leisure, it encourages managers to focus on and improve a wide range of specific areas including customer relations, service standards and best practice initiatives.

8.0 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 (2018-2023) is available using the following link:
www.armaghbanbridgecraigavon.gov.uk/council/corporate-publications

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

9.0 How to Contact us

We welcome your ongoing feedback, 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

Email: 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, to obtain copies of this report 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.

Statutory Indicators & Standards Performance: 11 Councils April 2017 - March 2018

BUSINESS PLAN APPROVALS BY COUNCIL AREA

COUNCIL AREA	APR-17	MAY-17	JUN-17	JUL-17	AUG-17	SEP-17	OCT-17	NOV-17	DEC-17	JAN-18	FEB-18	MAR-18	TOTAL
Antrim & Newtownabbey	11	5	13	12	3	2	13	8	11	15	18	13	124
Armagh Banbridge & Craigavon	32	19	26	14	14	16	19	26	23	28	30	29	276
Belfast	62	29	33	29	36	17	25	26	10	27	32	35	361
Causeway Coast & Glens	37	35	29	23	21	11	19	18	14	17	21	22	267
Derry & Strabane	11	13	14	5	14	6	14	12	8	20	37	59	213
Fermanagh & Omagh	33	31	33	21	21	19	23	11	10	19	32	28	281
Lisburn & Castlereagh	5	22	14	6	-	6	15	9	11	24	18	16	146
Mid & East Antrim	24	19	16	18	22	4	15	17	15	15	21	19	205
Mid Ulster	30	30	30	30	36	14	23	34	19	29	24	27	326
Newry Mourne & Down	27	37	12	25	22	13	23	14	15	18	21	18	245
Ards & North Down	6	9	8	8	19	-	14	16	7	15	17	19	138
TOTAL	278	249	228	191	208	108	203	191	143	227	271	285	2,582

BUSINESS START DASHBOARD - 2017/2018

COUNCIL	INTERIM PROGRAMME APR 2017 TO AUG 2017				NEW PROGRAMME SEP 2017 TO MAR 2018				TOTAL 2017 - 18 (FINANCIAL YEAR)				
	TOTAL BPAs DELIVERED (APRIL 17 TO AUGUST 18)	JOBS PROMOTED AT 0.75/62 RSI RATE	TARGET JOBS TO AUG '17	ACHIEVEMENT VS TARGET	TOTAL BPAs DELIVERED (SEPT 17 TO MAR 18)	JOBS PROMOTED AT 0.614/72 NIBSUP RATE	NO. OF JOBS TO BE CREATED YTD	ACHIEVEMENT VS TARGET	TOTAL BPA'S DELIVERED (APRIL 2017 TO MAR 2018)	TARGET JOBS	TOTAL JOBS PROMOTED	BALANCE OF JOBS TO BE PROMOTED	% JOBS ACHIEVED VS STATUTORY TARGET
Antrim & Newtownabbey	44	33	33	100%	80	49	52	94%	124	80	83	-3	103%
Armagh Banbridge & Craigavon	105	80	69	116%	171	105	95	110%	276	165	185	-20	112%
Belfast	189	143	135	106%	172	106	100	106%	361	325	249	76	77%
Causeway Coast & Glens	145	110	52	211%	122	75	61	123%	267	125	185	-60	148%
Derry & Strabane	57	43	58	74%	156	96	60	159%	213	140	139	1	99%
Fermanagh & Omagh	139	105	71	149%	142	87	71	122%	281	170	193	-23	113%
Lisburn & Castlereagh	47	36	35	101%	99	61	65	94%	146	85	96	-11	113%
Mid & East Antrim	99	75	35	212%	106	65	57	115%	205	85	140	-55	165%
Mid Ulster	156	118	88	135%	170	105	80	131%	326	210	223	-13	106%
Newry Mourne & Down	123	93	65	144%	122	75	81	92%	245	155	168	-13	109%
Ards & North Down	50	38	35	107%	88	54	57	96%	138	85	92	-7	108%
TOTAL	1,154	874	677	132%	1,428	878	778	113%	2,582	1,625	1,752	-127	107.8%

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

Ref	Statutory Indicator	Standard/Target	Actual 2017-2018 (including Rank*)
ED1	Number of jobs promoted through business start-up activity.	165	185 4th of 11 NI Councils 
P1	Average processing time of major planning applications.	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks.	36.4 weeks 3rd of 11 NI Councils (NI average 50.2 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.	14 weeks 4th of 11 NI Councils (NI average 15.2 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.	82.5% 3rd of 11 NI Councils (NI average 77%) 
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)	**50.84%  Rank not yet available as figures still to be verified by Department of Agriculture, Environment and Rural Affairs (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) 2017/2018 (27,588 tonnes)	**10,730 tonnes  Rank not yet available as figures still to be verified by DEARA.
W3	Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste arising (the total amount of waste collected).	No statutory standard has been set	** 105,840 tonnes  Rank not applicable as standard was not set.

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