



# Performance Self-assessment Report

2018 - 2019

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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:

- **statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste for 2018/2019, including comparison with the previous year<sup>1</sup>**
- **performance improvement objectives set out in the 2018/2019 Performance Improvement Plan**
- **self-imposed indicators and standards collected during 2018-2019 and the previous year(s)**

By publishing this information, the Council fulfils 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 independent audit report, which will be available on the Council website: [www.armaghbanbridgecraigavon.gov.uk/council/performance-improvement](http://www.armaghbanbridgecraigavon.gov.uk/council/performance-improvement)

The Northern Ireland Audit Office (NIAO) will “undertake a full assessment of Council's prospects for improvement during 2019.”

Throughout this Self-Assessment Report, we have referenced statistical evidence and supporting narratives to demonstrate how we performed in 2018/19 against a number of set targets/standards, as well as benchmarking with previous years and other councils where appropriate. This Report provides evidence of how as a Council we are implementing our performance framework and have put in place performance improvement arrangements.

<sup>1</sup> contained within The Local Government (Performance Indicators and Standards) Order (NI) 2015

## 2.0 Executive Summary

During 2018/19 Council has made great strides; we launched our new five-year Corporate Plan and ring fenced a record £110 million targeted investment programme designed to transform services and facilities and power the local economy.

Our Corporate Plan underlines the Council's commitment to driving sustainable economic growth, promoting enterprise, skills and tourism through strategic investment in a Borough focused on improving the health and wellbeing of its people in support of the Community Plan.

The Community Planning Partnership was successful in securing significant financial and in-kind support from the Carnegie Trust, to implement its Community Plan and further embed the wellbeing agenda for the benefit of all people living and working in the local Council area and further afield.

In demonstration of Council's commitment to improvement for external and internal customers, we achieved the Level 2 Charter Award for Elected Member Development, which is the highest level award in the Charter Status. Staff and members have worked extremely hard to aim for and achieve this level.

Reflecting on how we have performed has been a valuable exercise, and will influence informed decision-making going forward, supported by our Community Plan and Corporate Plan outcomes.

In our 2018/19 Performance Improvement Plan, we highlighted those functions we wanted to improve. During 2018/19, we have been reviewing, monitoring and assessing how we have performed on these. We have also developed a 'One Council' approach with the development of a Performance Management Framework and draft Performance Policy.

The recently released Addendum to Local Government Performance Improvement Guidance (June 2019) provides clarity for the practical operation of a council's general duty to improve and to aid local government's intention to embed continuous improvement in the delivery of its business to citizens.

Building on this Guidance and in as far as possible, the 2018/19 Self-Assessment Report gives detail on any issues identified through monitoring and review, as well as reference to any planned/implemented improvements. In line with new Guidance and as part of good governance, more emphasis and due consideration will be given to this area in our Performance Improvement Planning for 2020/21.

Understanding current levels of performance is a prerequisite to understanding what improvements might be possible in the future. Benchmarking is one approach that can be used to identify both efficient and inefficient activities in the public sector. During 2018/19, we have increased our engagement with the Association for Public Service Excellence (APSE), and hope to progress the use of APSE benchmarking reports in future years. A regional multi-stakeholder Performance Group consisting of representatives from the 11 Northern Ireland Councils, The Department for Communities and the Northern Ireland Audit Office are currently working on terms of reference for the development of an NI Regional benchmarking framework.

The Annual Self-Assessment Report is sub-divided into three key areas where we have assessed our performance. It presents our results against the standards/targets set and the resulting trends over a 3-year period (2016/17 - 2018/19). This report also shows additional benchmarking information in relation to staff absences and prompt payments on a regional basis. These trends are illustrated in the accompanying appendices.

With regards to our Statutory performance standards/targets, you will see that Council met or exceeded 100% of our Statutory performance indicators/standards, including the processing time of major planning applications. This is a significant achievement and improvement on last year's performance. Notably, the average time taken to process a major planning application decreased by 12.8 weeks - less than half the NI average of 59 weeks; an illustration of the decision taken by Council to invest in resources within Council's Planning Department to expedite the turn-around time for customers.

Economic Development and Waste Management performance indicators also continued to show improvements exceeding the statutory targets set.

Gathering data from across all departments, Council has carried out an analysis of the Performance Improvement Objectives agreed for 2018/19. The main body of this report contains detailed information and narrative on the achievement of these objectives during this period. Performance data from previous years has also been included to identify trends in continuous improvement.

This report shows that in 2018-2019 Council met or exceeded 76% of standards/targets relating to the achievement of the four performance improvement objectives. 17% were not achieved or fell well behind compared with last year's performance. Information was unable at the time of reporting for 7% (4) of the standards/targets.

The Self Imposed Indicators monitored for 2018/19, were those we identified during 2016/17 and 2017/18. Assessing the same indicators for a 3rd year has allowed us to identify trends and will inform our future decision-making in terms of priority areas requiring improvement. 4 of the 6, or 67% of the Self-Imposed indicators and standards were met in 2018/19. Since 2015, Council has continued to show progress in a number of areas including consistently high performance in achieving our statutory Indicators and an upward trend in delivery of actions contributing to performance improvement objectives. For those actions that fell behind target, this report includes an accompanying narrative.

### 3.0 Performance Key

Our Self-Assessment Report 2018/19 uses a traffic light rating system or RAG status definition as a visual cue to performance. The key 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
		Information not available at time of Reporting

It should be noted we have allowed for a 10% deviation rate when analysing data/performance measures between the three status levels.

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## 4.0 Statutory Performance Indicators And Standards

Since 2015/16 Council has continuously improved, and can demonstrate an upward trend, in all three Statutory Performance Indicators.

Under the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015, a number of performance indicators and standards are set for each of the 11 Northern Ireland Councils. These indicators and standards will continue to apply until an amending order or new order is enacted and include 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 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 2018-2019 is set out in Appendix 2.

The Department of 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 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:

**[www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics-april-2018-march-2019](http://www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics-april-2018-march-2019)**

The Department of Agriculture, Environment and Rural Affairs (DEARA) 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:

**[www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-january-march-2019](http://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-january-march-2019)**

This section of the report details how Council has performed over the 3 year period (2016/17 - 2018/19) in relation to the statutory performance indicators for Economic Development, Planning and Waste Management. The accompanying narrative provides a rationale and an analysis of the activity within each area.

## Economic Development

This indicator relates to the number of jobs promoted by Council through business start-up activity<sup>2</sup> Council has increased its overall ranking from 4th best performing council within Northern Ireland in 2016/17 -2018/19 to 2nd in 2018/19.

Ref	Statutory Performance Indicators	Standards/Targets 2018/19	2016/17	2017/18	Actual 2018-2019 (including Rank)	Performance Key (RAG)
ED1	Number of jobs promoted through business start-up activity.	165	232	185	221 (2 <sup>nd</sup> )	●

During 2018/19, 221 jobs were created through Council's 'Go for It' programme, formerly the Business Start Programme, with Council exceeding the statutory target of 165 jobs and ranked 2nd behind Belfast in terms of performance.

## Planning

Ref	Statutory Performance Indicators	Standards/Targets 2018/19	2016/17	2017/18	Actual 2018-2019 (including Rank)	Performance Key (RAG)
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	36.4 weeks	23.6 weeks (2 <sup>nd</sup> )	●
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	14 weeks	14.6 (5 <sup>th</sup> )	●
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%	82.2%	80% (7 <sup>th</sup> )	●

The average processing time for major planning applications is well below the NI average of 59 weeks and represents an improvement of 12.8 weeks on the previous financial year.

<sup>2</sup> Business start-up activity means the delivery of completed client-led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes

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The average processing time for the Council to decide local applications during 2018/19 was 14.6 weeks. The NI average is 14.8 weeks. Armagh City, Banbridge and Craigavon Council is one of only five councils who achieved the statutory target of 15 weeks.

The percentage of enforcement cases brought to a conclusion within 39 weeks across N Ireland in 2018/19 was 81%. We achieved an 80% rate; this is set against a target of 70%, which we exceeded.

During 2018/19:

- 1,348<sup>3</sup> applications were received (3rd highest across Northern Ireland) -an increase of 1% on the previous year. Only two other councils recorded an increase in planning applications
- 1,244 decisions (3rd highest across Northern Ireland) were made. This represents just over a 10% increase in decisions issued over the previous year.
- 13 Major applications were received (11 in 2017/18).
- 425 enforcement cases were concluded - an increase of 48.1% on the previous financial year. This represents the 4th highest number of cases across Northern Ireland. 80% of cases concluded were within 39 weeks.

Council's Planning Department has been successful in meeting all three of its standards during 18/19 an improvement on 2017/18.

During 2018/19, the Planning Department continued with a review of its service, to achieve enhanced service delivery, including improved processing times for planning applications and enforcement cases. A Service Improvement Plan was developed and approved by the Planning and Regulatory Services Committee in August 2018. Since this time and during 2019/20, implementation of those recommendations will be delivered.

Council's focus and investment to date in the transferred function of Planning can be evidenced in the performance statistics achieved over the 3 years period, with Council now meeting all three of the Statutory Performance standards.

The number of major applications received increased in 2018/19 by 2 to a total of 13 applications. These included:

- 6 major housing schemes
- 2 large scale industrial schemes
- 1 community proposal
- 2 new schools and
- 1 poultry houses
- 1 major retailing

The applications above represent not only major investment into the regeneration of the Borough, but extensive work from our Planning Department.

Council recognises the need to continue to improve and as such have included within our Performance Improvement Objectives 2019/20 the implementation, monitoring and review of the Service Improvement Plan for Planning, illustrating the continuous improvement journey. Over the last three years (2016/17 to 2018/19), Council have continued to show improved progress in all three statutory indicators for Planning.

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<sup>3</sup> The number of planning applications received in Northern Ireland in 2018/19 was 12,541, a decrease of 3% on the previous year. Armagh City Banbridge and Craigavon Borough Council processed just over 10% of the overall applications received.

## Waste Management

Ref	Statutory Performance Indicators	Standards/Targets 2018/19	2016/17	2017/18	Actual 2018-2019 (including Rank)	Performance Key (RAG)
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%	50.84%	51.5% Ranking not available	●
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) 2017/18: (27,588 tonnes) 2018/19: (26,002 tonnes)	11,107 tonnes	10,730 tonnes	8,772 tonnes	●
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 tonnes	108,708 tonnes	●

In relation to Indicator W1, Council is continuing to meet this target and has already reached and exceeded the statutory target of 50% by 2020 attaining 51.5%.

To meet the standard/target set for Indicator W2, during 2018/19 Council landfilled 8,772<sup>5</sup> tonnes of biodegradable waste, well below the 26,002 tonne allowance, which would have been permitted to landfill. This is 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.

In relation to the Standard/target set for Indicator W3, Council's Environmental Services Department has seen an overall increase in waste arising in 2018-19 to 108,708 tonnes due to an increase in population and the up-turn of markets leading to increased buying power.

Later in this report, we will provide detail of our waste management practices and how they contribute to achieving Performance Improvement Objective 3.

As a Council we have consistently performed strongly when it comes to Waste management and have delivered well against our strategy - "the Municipal Waste Management Strategy & Action Plan" as well as consistently performing above the Statutory Performance targets for Waste Management over the last three years.

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## 5.0 Performance Improvement Objectives 2018-2019

(Contained Within The Council's Performance Improvement Plan For 2018-2019)

In June 2018, the Council published its Performance Improvement Plan for 2018-19. The Plan contained four performance improvement objectives as set out below.

**Performance Improvement Objective 1 (PIO1):**

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

**Performance Improvement Objective 2 (PIO2):**

Improve economic growth across the Borough

**Performance Improvement Objective 3 (PIO3):**

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

**Performance Improvement Objective 4 (PIO4):**

Increase customer satisfaction and accessibility to Council service

A number of key actions were identified within our Performance Improvement Plan that would contribute to achieving each objective. Associated with these actions, key performance indicators and standards were set to measure progress. These in turn were linked to what improvement residents, businesses or visitors can expect.

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 and standards/targets. We also reference, where relevant, evidence compiled from previous years to show trends to ensure continuous improvement. Please note statutory indicators and standards are reported on in the previous section and are relevant to Performance Improvement Objectives 2 and 3 as measures of performance in relation to achievement of these particular objectives.

**Performance Improvement Objective 1 (PIO1):**

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

**During 2018/19 Council met 80% of this objective, meeting 12 of the 15 standards/targets set, demonstrating a steady upward trend of continuous improvement. For those actions that were not achieved, an explanation is provided.**

The key actions for PIO1, outlined in the Performance Improvement Plan 2018/19 are detailed below. As part of our self-assessment, and to fulfil, the statutory requirement set out in the Local Government Act, we have included indicators and standards collected during 2018-19 and where appropriate previous years. The table below reflects the data /information captured in relation to PIO1.

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
Deliver health programmes within communities and groups experiencing the worst outcomes in health.	Number of health programmes delivered. (90)	90 health programmes	100 health programmes	103 health programmes	●
	Increase number of community engagement sessions.	62 engagement sessions	73 community engagement sessions	41 community engagement sessions	●
Deliver a public awareness-raising programme on a range of key health and wellbeing issues.	Number of key health and wellbeing issues included in the public awareness-raising programme. (15)	N/A	No. health and wellbeing issues not measured in 2017 2018.  19 promotional campaigns 3 PR events 80 new contacts	16 key health and wellbeing issues delivered in the awareness raising programme  42 engagement workshops 6148 participants.	●
	Further development of the Health and wellbeing website	N/A	Further development of the Health and wellbeing website	Website complete.	●
Support volunteering opportunities to increase individual's confidence, build capacity and benefit the local community.	Number of volunteer hours (4501 hours)	N/A	6 training events	9 Community Development Training Programs	●
	Number of participants (225)	N/A	295 participants	105 participants	●

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
Deliver training and learning programmes to help develop our local community.	Number of training and learning programmes delivered (15)	N/A	6 training events	9 Community Development Training Programs,	●
	Number of participants (225)		295 participants	105 participants	●
Increase participation in community centres/town halls/ arts venues based activities leading to greater community connections.	Number of bookings (15,000)	15,033 bookings	14,360 bookings	14,764 bookings (98%)	●
	Number of Community Centre and Town Hall users (370,000)	434,624 users	366,590 users	375,699 users	●
Deliver the Culture and Arts Strategy.	Increase number of participants in Arts, Culture and Heritage programmes	180,553 participants	179,376 participants	191,518 participants	●
Work in partnership with Community and Voluntary Organisations and key statutory bodies to help tackle interagency issues and improve community relations across Urban and Rural areas.	Number of community/voluntary organisations working in partnership (36)	N/A	30	80 community voluntary organisations working in partnership with Council	●
Make membership of indoor leisure more affordable and attractive to target demographics.	Number of indoor leisure memberships (4600)	3868	4557	4663	●
Deliver activities to targeted groups such as those with special needs, women and girls and those with high social needs as part of the Active Communities Programme.	Number of participants in activities for targeted groups (8356)	8424	8380	8739	●
Develop a four-season approach to outdoor leisure allowing individuals and groups to participate all year round.	Number of new activities specifically designed to allow citizens to enjoy the outdoors over the winter months (2)	N/A	N/A	3 New Activities available	●

## How have we performed?

Council continued to increase delivery of health and public awareness programmes in 2018/19, on a range of physical and mental health related issues to communities across the Borough. We particularly focused resources to those that are most in need and experiencing health inequalities.

Raising awareness on all health issues to those citizens who experience the worst outcomes in health and to encourage their participation, has remained a priority, over the last 3 years. Supported by Council's Communications Department, a rolling Public Relations Plan on activities was developed to support this action.

Council has met its 2018/19 targets in terms of increasing volunteering opportunities and increased participation in and use of community centres, town halls and arts venues. Whilst 2017/18 showed a drop in both volunteering and participation in community centres etc., we have recovered from this due to a concentrated effort and focus to improve both which is reflected in the achievements shown for 2018/19.

Where Council fell short in terms of meeting its 2018/19 targets was in the number of training and learning programmes delivered to help develop local community. A target of 15 programmes with 225 participants was set for 2018/19; however, 9 training programmes were delivered, attracting 105 participants. This figure relates to the core community development programme from Department for Communities; however it does not include the training and learning programmes delivered across the breadth of the Community Development Department; e.g. PEACE IV, Good Relations, Neighbourhood Renewal, Police and Community Safety Programmes all of which deliver tailored training and learning programmes to the community. Council's core Community Development Team have assisted in the roll out of these programmes across the Borough.

Our Health & Recreation Department plays a fundamental role in terms of providing and promoting opportunities to citizens. We exceeded our 2018/19 targets for indoor leisure membership and participation in the Active Communities Programme, as well as developing a 4 season approach to outdoor leisure. During 2018/19, this included 3 new activities, including ¾ marathon, ski event and an instructors' programme. Walking/cycling and horse riding trails were also promoted online on the new Get Active website.

2018/19 also saw Council's flagship capital investment, the South Lake Leisure Centre, well underway. Due to open in 2020, this state of the art facility will provide unrivalled health and wellbeing provision, which will improve the quality, health and wellbeing of our citizens. It will deliver an exciting platform of opportunity to encourage and inspire greater sports participation and achievement at a local, national and international level. The facility represents the largest capital investment ever undertaken by Armagh City, Banbridge and Craigavon Borough Council, and its commitment to the continuous improvement and the long-term outcomes within the Borough's Community Plan.

Over the past three years, we have shown a steady increase in indoor leisure memberships, exceeding our target for 2018/19.

## Performance Improvement Objective 2 (PIO2):

Improve economic growth across the Borough.

During 2018/19 Council met 87% of the standards/targets in relation to the performance measures associated with this objective, meeting 13 of the 15 standards/targets set. This demonstrates an increase from 75% in 2016/17. For those actions that were not achieved during 2018/19, an explanation is provided.

The key actions for PIO2, outlined in Performance Improvement Plan 2018/19 are detailed below. As part of our self-assessment, and to fulfil, the statutory requirement set out in the Local Government Act, we have included indicators and standards/targets collected during 2018-19 and where appropriate previous years. It should be noted that in developing our Performance Improvement Objectives, some have changed during the 3 year period 2016/17 - 2018/19. The table below reflects the data/information captured in relation to PIO2.

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
Continue to support economic growth through business start-up and business growth programmes.	Number of new jobs promoted through 'Business Start-up' activity (165*)	232 jobs	185 jobs	221 jobs	●
	Number of Business Plan Applications approved (the Northern Ireland Business Start Up Programme)	307 Business Plans	276 Business Plans	360 Business Plans	●
Promote the Borough as open for business to external markets through continued partnership working locally, regionally, nationally and internationally.	Number of external business connections progressed (20)	N/A	N/A	21 external business connections progressed	●
	Number of outward and inward investment missions (3)	N/A	1 outward investment mission	5 Investment missions: 4 Outward to US, ROI, GB, & India; and 1 Inward from India	●
	Number of existing SME's in key growth sectors supported through business mentoring (85)	N/A	121 SME's supported in 2017-18	122 SMEs received support during the year from the Business Engagement Programme	●
Ensure a sustainable economy through progressing the development of high quality infrastructure and supporting inclusive growth.	Progression of business infrastructure development opportunities	N/A	N/A	Broadband Challenge Project is on schedule.	●

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
In partnership maintain, attract and develop a skilled workforce that meets the needs of our businesses and our residents.	Implementation of an Employability And Skills Forum Strategy.	N/A	Employability & Skills Forum established.	Strategy developed and implementation ongoing	●
Enable rural businesses to access funding to assist businesses to grow and diversify into new export markets	Number of rural businesses increasing their export market (25)	22 rural businesses	17 rural businesses increasing their export market.	8 businesses cumulative increasing their export market	●
	Number of new rural jobs created (30)	68 Full Time jobs 5 Part time	13 Full time	26 Full Time jobs created	●
Implement key projects within the Borough's new Tourism Strategy including facilitating private sector investment in high quality accommodation, internationalising the attraction offer, developing a compelling brand for the destination and promotion in key international markets.	Number users of Council Arts, Culture and Heritage venues (185,000)	180,553 users of Council Tourism, Arts & Culture venues	179,376 users of Council Tourism, Arts & Culture venues	216,624 users of Council Tourism, Arts & Culture venues	●
	Promotion of 3 themed tourism packages to 300 buyers on a one to one basis to an international tourism audience	3 themed packages	4 themed packages to 352 buyers	3 themed packages to 800 buyers	●
Develop and deliver Council led signature events.	Deliver 3 Council led signature events.	3	3	3	●
Provide prompt planning decisions	*Major planning applications processed with an average of 30 weeks	52.8 weeks	36.4 weeks	23.6 weeks	●
	*Local planning applications processed with an average of 15 weeks	14 weeks	14 weeks	14.6 weeks	●
Advance the Local Development Plan	Public Engagement Consideration of Representations to Preferred Options Paper and associated reports Public Consultation Report	Timetable agreed with Department for Infrastructure	Preferred Options Paper, Sustainability Appraisal, Scoping Report Interim Report EQIA published March 2018	Public Consultation Report approved Nov 2018	●

\*Statutory Indicator/ Standard

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## How have we performed?

During 2018/19, 221 jobs were created through Council's 'Go for It' programme, formerly the Business Start Programme, with Council exceeding the statutory target of 165 jobs and ranked 2nd behind Belfast in terms of performance. This is the third consecutive year we have met this statutory target.

In addition, 122 Small to Medium sized Enterprises (SMEs) received Council support during the year from the Business Engagement Programme. This support has remained constant over the last two years and is vitally important to the local economy, SMEs were able to find out more about potential funding and support opportunities at a Free Innovation Funding and Tax Incentives event, organised by Council's Economic Development Department.

Rural businesses continue to play an important role within our Borough. Performance Improvement Objective 2 includes actions to provide rural businesses with access to further investment and increased ability to create new jobs and grow their business export potential. Council's target for rural businesses to increase their export market was set as 25. In 2016/17 Council saw 22 rural business increasing their export market, this decreased to 17 in 2017/18 and dropped to 8 in 2018/19. While this indicator is flagged as red, Council's Regeneration Department is on target to create 95 FTE jobs as set out in the Rural Strategy 2014-2020. Projects are monitored every 6 months and to date a total of 65FT and 3PT have been created.

Against the backdrop and the potential impact of EU exit, during 2018/19 Council supported 64 businesses to participate in trade missions to GB, ROI, US and India. These outward investment trade missions supported local businesses interested in exploring opportunities in new markets. Council provided companies with a programme of support, to identify and meet with potential new business partners.

Council has continued to deliver a range of business development programmes and has established a stakeholder led Employability and Skills Forum, and launched a Life and Health Sciences Strategy. The Forum has highlighted a number of key actions to carry forward as part of the Employability and Skills agenda, including providing training opportunities for local businesses to upskill their people in coaching, supervisory and leadership skills. This is essential if our economy is to remain competitive.

Council officers are working closely with Broadband Delivery UK (the managing agent for the Department of Culture Media & Sport) to ensure that all legal and regulatory processes and procedures are complied with as part of the Broadband Challenge project. It is anticipated the Local Full Fibre Networks Project, will begin in early 2020 with completion scheduled by 31 March 2021. These works will connect 70 of our public buildings with Gigabit fibre.

As part of the Council's Tourism Strategy, the Tourism Arts & Cultural Department facilitated private sector investment to a Banbridge site, which has been selected as a venue for a Game of Thrones formal studio tour. The number of users of Council Tourism, Arts & Culture venues has increased year on year since 2016/17 and will be enhanced further by this project, which has the potential to attract hundreds of thousands of additional tourists to this area each year. This is one of the most significant economic opportunities for growth and investment in this area, and demonstrates the longer-term benefits residents, businesses and visitors can expect from improved tourism offerings.

As already detailed, the improved processing times for planning applications plays a fundamental role to this performance improvement objective in terms of supporting the pace of improved economic growth, with residents, businesses, investors and visitors benefiting.

Council's Local Development Plan (LDP) Preferred Options Paper was launched in April 2018. Council sought residents' and business owners' feedback and views in shaping the Borough's vision and direction for the future. The public consultation, one of the largest ever undertaken by the Council, will shape a new Local Development Plan for the area, creating a coherent vision of how the entire Borough should develop and what it will look like over the next 10 to 15 years.

### Performance Improvement Objective 3 (PIO3):

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

**During 2018/19 Council met 64% of the standards/targets set for this objective. This demonstrates an increase from 33% in 2016/17. For those standards/targets that were not met, an explanation is provided.**

The key actions for PIO3, outlined in the Performance Improvement Plan 2018/19, are detailed below. As part of our self-assessment, and to fulfil, the statutory requirement set out in the Local Government Act, we have included indicators and standards/targets collected during 2018-19 and where appropriate previous years. It should be noted that in developing our Performance Improvement Objectives, some have changed during the 3 year period 2016/17 - 2018/19. The table below reflects the data /information captured in relation to PIO3.

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
Actively promote regeneration projects in our city, town and villages by delivering shop front improvement schemes, dereliction projects, town centre development, public realm/environmental improvement schemes and the 'Meanwhile Spaces' project.	Number of property owners supported to invest in buildings to attract more users for our city, towns (133)	60 property owners	305 property owners supported to invest in their buildings	280 cumulative shop front grants awarded	●
	Number of public realm schemes completed (9)	11 public realm schemes completed	11 public realm schemes completed	2 public realm projects completed; 7 public realm projects at design stage	●
	Number of property owners, Community and Voluntary Organisations and retailers in our city, towns and villages engaging in funded initiatives and partnership led initiatives. (65)	110 businesses/ property owners engaging in funded initiatives partnership-led	180 property owners, Community and Voluntary Organisations and retailers in our city, towns and villages engaging in funded initiatives and partnership led initiatives.	129 retailers engaged in Masterclasses funded via DfC.	●
	Number of promotional campaigns delivered (3)	12 promotional campaigns	12 promotional campaigns delivered	4 promotional campaigns delivered	●
Focus on heritage led regeneration in urban and rural areas.	Number of buildings protected through heritage led regeneration schemes (10)	N/A	12 buildings protected through heritage led regeneration schemes	Not available at time of report	⌚
	£amount of funding secured	£14,933,569 funding secured	£12,735,002 funding secured	Not available at time of report	⌚

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
<b>Deliver the Evening Economy Strategy across the Borough.</b>	Number of evening economy initiatives delivered (10)  Purple Flag status maintained for Armagh City centre.	N/A  Purple Flag status maintained for Armagh City Centre. (2nd year)	No baseline  Purple Flag status maintained for Armagh City Centre. (3rd year)	11 initiatives  Purple Flag Status maintained (4th consecutive year)	  
<b>Implement key actions form the Council Waste Management Strategy including the 'Food Waste from Landfill' campaign and develop route optimisation across the Borough.</b>	Recycling and composting of the Borough's waste increased to over 50%  *Amount of Biodegradable Municipal Waste landfilled falls to 10,019 tonnes	48.8%  11,107 tonnes	50.84%, 3rd of 11 NI Councils  10,730 tonnes	51.5%  8,722 tonnes	  
<b>Implement key actions for the Council's Clean Neighbourhoods Plan.</b>	Satisfaction levels with cleanliness of the Borough	13% of areas had litter and dog fouling (KNIB survey)	13% of areas surveyed had litter and 1% of areas surveyed had dog fouling.	Not available at time of report*	
<b>Develop and promote excellence in green spaces across the Borough</b>	Number of environmental best practice accreditations maintained (11)	11 environmental best practice accreditations	11 environmental best practice accreditations	11 environmental best practice accreditations	
<b>Implement the Councils enforcement policies and procedures.</b>	*70% of all planning enforcement cases to be processed within 39 weeks of receipt of complaint.	82.2%	82.5%	80%	
<b>Work in partnership with local businesses and organisations to maintain 'Fairtrade Borough' status accreditation.</b>	Maintain 'Fairtrade Borough' status accreditation	N/A	'Fairtrade Borough' status accreditation.	Audits ongoing. Result not available at time of report.	

\*Link to statutory indicator/ standards

## How have we performed?

Actions contained within this objective (PIO3), contribute significantly to our long-term vision and outcomes for our citizens, with a focus on town centres as a priority project, and with renewed effort and investment made by Council during 2018/19.

Council officially launched four new Town Centre Task Forces at a Transforming Towns Together conference to take forward and deliver a series of action plans aimed at tackling key issues affecting the Borough's main urban centres whilst ensuring their continued stability and sustainability in a rapidly changing marketplace. Our retail sector and town centres have benefitted from the establishment of these projects. During 2018/19, 280 shop front grants were awarded to actively promote regeneration in towns and cities and support property owners to invest in their buildings. This work will continue into 2019/20 and is an action within our 2019/20 Performance Improvement Plan.

A focus on heritage led regeneration schemes in urban and rural areas is a key action under this objective. Work has been ongoing to deliver this action, however, delays in delivery have resulted from funding issues and therefore it is, as an action, under-performing. While the target for 2018/19 was to protect 12 buildings, this work was heavily reliant on the availability of funding which has now been secured to allow the work to be progressed during 2019/20. During 2018/19, 9 Public Realm schemes were progressed; two of these projects have been completed during 2018/19 with a further 7 brought to design stage.

In addition, it is noted that the Heritage Lottery Fund (HLF) has reviewed its funding provision across UK and during the financial year, 2018/19 was not open for applications therefore the amount of funding secured is not reported on for 2018/19. Council is currently progressing an expression of interest with HLF for 2019/20.

During 2018/19 Council progressed the Evening Economy Strategy by delivering a range of initiatives, helping to create stimulating destinations, which are safe, secure environments with a vibrant choice and rich mix of entertainment and activity. These included 3 Twilight Markets, 4 Evening and Night-time Economy workshops, 4 Borough wide fashion shows, promotional campaigns for Style-fest, Outdoor Cinema Events, and a Spring Fair Event. Our Christmas campaign was also delivered Borough-wide. This has also contributed to the achievement of Performance Improvement Objective 1. Recognition received for this work includes:

- **Purple Flag status for Armagh maintained for a fourth consecutive year.**  
This prestigious award is recognition that Armagh City continues to be a vibrant, well-managed, welcoming and diverse city to visit during the evening and clearly contributes to the expectations of citizens in that we 'create vibrant and attractive urban areas'.(PIO3)
- **Banbridge named as 'Best Kept Large Urban Centre' in Ireland.**  
Banbridge again brought pride to the Borough when it was named 'Best Kept Large Urban Centre' for the whole of the island of Ireland at the prestigious Ireland's Best Kept Town Awards 2018.
- **Portadown awarded the title of Northern Ireland's Champion High Street in the Great British High Street awards.**  
The award focuses on the best high streets and was judged on four aspects of success: Community, Customer Experience, Environment and Digitaltransformation. Acknowledgement was given to Portadown's town centre offering a warm welcome providing excellent retail opportunities as well as acting as the hub for a host of community events including the ever-popular annual Twilight Markets and Country Comes to Town events.

In June 2018, Council introduced a phased roll out of a yellow hanger scheme. As part of a continual drive to improve the quality of recycling throughout the Borough, the Council rolled out this new scheme to help make householders aware when they have put incorrect materials into their green and brown bins.

Council was chosen for the fifth year running to deliver a high profile campaign, 'Live Here Love Here' in partnership with Keep Northern Ireland Beautiful (KNIB) in an effort to reduce chewing gum litter across the Borough. The campaign has seen significant year on year reductions in the amount of gum dropped in areas monitored. The dynamic, brightly coloured advertisements appeared in a range of locations across the Borough, including billboards, ad shells, phone kiosks and bus stops. Posters, banners, window stickers, beer mats and Gum-Raps have also been produced. This campaign ran for one month at the start of the school year and complemented the 'Bin It' Roadshow, which took place in a number of secondary schools across the Borough later in the term.

Running engaging campaigns such as these, the Council aims to promote a positive shift in the behaviour of gum droppers, which as a result will bring about a reduction in this unsightly litter and a cleaner more attractive environment for residents, visitors and businesses from the Borough.

The Council will continue with existing, and new initiatives with local residents and communities 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.

During 2018/19 Council demonstrated its commitment to managing and maintaining its portfolio of parks and green spaces over the last three years to the highest environmental standards. Recognition and Green Flag and Green Heritage status was awarded for 11 sites this year including; ABC Canal Greenway, Brownstown Park, Edenvilla Park, Gosford Forest Park, Lurgan Public Park, Portadown People's Park, Solitude Park, Tannaghmore Gardens and The Palace Park.

In addition, Council achieved the new international Standard for Environmental Management ISO14001.

At the time of this Self-Assessment Report Council has submitted its application to maintain 'Fairtrade Borough' status accreditation, and is hopeful to achieve this again for 2018/19.

**Performance Improvement Objective 4 (PIO4):**

Increase customer satisfaction and accessibility to Council services.

During 2018/19 Council met 73% of the standards/targets set for this objective. This demonstrates an upward trend from 2016/17 and an increase of 13% since 2017/18. For those actions that were not met, an explanation is provided.

The key actions for this objective, PIO4, outlined in the Performance Improvement Plan 2018/19 are detailed below. As part of our self-assessment and to fulfil, the statutory requirement set out in the Local Government Act, we have included indicators and standards collected during 2018-19 and where appropriate previous years. It should be noted that in developing our Performance Improvement Objectives, some have changed during the 3 year period 2016/17 - 2018/19. The table below reflects the data /information captured in relation to PIO4

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
Establish baseline customer satisfaction levels by undertaking consultation with customers and service users, using a range of methods.	Increase in number of Departments with baseline satisfaction levels.	1 Department collected baseline information  Health & Recreation - 80.97%	4 Departments collected  Health & Recreation 82%  Planning 42%  Building Control 93%  Community Development 89.9%	6 Departments in total  2 Additional Departments:  Tourism, Arts & Culture 98%  Environmental Services 85%	
Continue to deliver customer care workshops to staff.	Total number of staff to attend customer care workshops by March 2019. (1600)	N/A	515 total staff	1053 total staff	
Continue to deliver equality and disability training to staff.	Number of equality and disability sessions to staff (2)	N/A	2 sessions delivered	4 sessions delivered	
Implement our customer complaints procedures supported by appropriate software.	Corporate Complaints Procedure Implemented.  Implementation of a Consultation Hub	Interim complaints procedure in use.  N/A	New procedure agreed.  Consultation Hub available for use from Jan 2018.	Procedure Implemented.  Consultation Hub implemented and in use across Council.	  

Key Actions to Deliver PIO1	Performance Indicators (18/19 standard/target)	2016/17	2017/18	2018/19	How did we do? (RAG)
Develop a Customer Care Charter.	Charter developed and available in all Council facilities	N/A	N/A	Charter approved October 2018 and available in all Council facilities.	●
Develop and use technology to improve access to services e.g. online reporting and development of new websites	Increase number of services available on line	76	125	138	●
	Number of online business/service transactions increased from previous year.	63,112 online business/service transactions	88,310 online business/service transactions	94,892 online business/service transactions	●
Use baseline information from staff surveys to prepare an action plan to embed customer care across the organisation	Undertake staff satisfaction surveys	N/A	N/A	Did not take place	●
	Implementation of Customer Care Action Plan.	Interim 2016-17 Action Plan delivered	2017-18 Action Plan delivered (65% completed)	Customer Care Action Plan 2018/19 (68% completed)	●
	Development of staff appraisal system to confirm customer care behaviours	Former 3-Council arrangements applied	Former 3-Council arrangements applied.	Staff consultation complete. To develop new system for pilot 2019.	●

## How have we performed?

As a transforming Council, we recognised the need to improve our understanding of customer needs to provide excellent services to everyone and to ensure high level customer experiences for all residents, communities, businesses and visitors. Central to this is the establishment of baseline customer satisfaction levels by obtaining customer feedback. From 2016 - 2019, we have made steady progress with 6 of the 15 Council Departments undertaking surveys to establish baseline customer satisfaction levels. For example, during 2018/19 Tourism Arts & Culture received a rating of 98% of customers Very Satisfied/ Satisfied with their experience at the venues and 89% customer satisfaction levels for Visitor Servicing Facilities through Tourism Northern Ireland (TNI) Mystery visits.

To assist departments to undertake customer surveys, a new consultation hub, was introduced in January 2018. This Hub continues to be developed and its usage is increasing.

The planned internal staff satisfaction survey did not take place in 2018/19 as projected; however, staff engagement workshops took place as part of developing a new approach to staff appraisal and significant staff engagement took place through customer care workshops with over 1000 staff attending.

As stated, we have continued to roll out Customer Care workshops to staff within the organisation achieving a rate of 66% staff attendance to date. To increase this figure, during 2019/20 this action will be approached using a number of methods. 'Developing Excellence in Customer Care' training to communicate our new ABC agreed Customer care goals, definition and behaviours, is scheduled to commence in September 2019. Managers or departmental Customer Care Champions will deliver training to any outstanding staff, as well as training all new staff as part of their Induction. It is intended this approach will assist in achieving 100% target rate.

A new Corporate Complaint Procedure was approved by Council in June 2018 and has been rolled out since July 2018 alongside bespoke staff guidance. Training is ongoing with staff, by a Customer Relations Officer who works with all departments providing assistance and advice.

We can obtain valuable information and data from customer feedback of all types including complaints. This is used to increase customer satisfaction and inform future decision-making in terms of our service delivery. Continual review of lessons learned from Corporate Complaints will assist in our duty to continuously improve.

Through 2019/20, we hope to further explore the options for use of appropriate software to further improve how we capture and track corporate complaint handling.

In 2018/19, Council approved a new Council Customer Care Charter. This was developed from our agreed definition of customer care and agreed behaviours and represents our statement of intent, demonstrating Councils commitment to all our customers. The Charter reflects our corporate values and details our commitment to put customer needs at the heart of our service delivery.

Not only did we exceed our target of delivering equality & disability training sessions, we are very proud to have become a JAM Card friendly organisation in 2018/9. Over 140 members of our staff have taken part in training that ensures they are equipped to provide excellent customer service to people with learning difficulties and communication barriers. An e-learning module was also made available for all staff.

Council continues to recognise the importance of technology in communication with customers and this is illustrated in our continued increase over the last 3 years in the number of on-line services and transactions during 2018/19.

In May 2019, our on-line registration service was extended to include the Craigavon area. As a result, citizens now have improved access to registration services on a Borough wide basis.

Telephone calls are still a main form of communication and work has been ongoing to improve and integrate the telephony system across the Council. An ongoing service review is focused on ensuring a consistent service to users of the system including residents, businesses or anyone wishing to contact the Council. It is also focused on improving customer satisfaction and ensuring that the service is fit for purpose and future proof. Implementation of agreed actions from this review will be progressed in 2019/20.

## 6. Self-Imposed Performance Indicators & Standards 2018-2019

During 2018/19 Council met 67% of our Self-Imposed standards/targets. This compares to 80% in 2017/18 and a significant increase in achievement from 2016/17. For those Indicators that were not met, an explanation is provided.

Since 2016/17, baseline information in relation to a number of other self-imposed indicators has been collated. The table below sets out the baseline information from 2016/17 and 2017/18 and our performance in relation to these during 2018/19. 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 self-imposed performance indicators and standards.

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 benchmarking opportunities.

Self-Imposed Indicators	Standards/ Targets 2018/19	2016/17	2017/18	2018/19	Performance Key (RAG)
Number of people with a disability engaged in sport or physical activity	1,925	1250	2119	2,470	<span style="color: green;">●</span>
Number of clubs supported to become more inclusive of people with a disability.	2	1	3	2	<span style="color: green;">●</span>
Average number of calendar days to pay suppliers	22 days	28.5 days	24.8days	21 days	<span style="color: green;">●</span>
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%	68%	78%	<span style="color: red;">●</span>
Training and capacity building provided to businesses to enhance regulatory compliance.	Increase number of training courses/seminars promoted and provided to businesses	2 training courses/seminars provided; 21 participants.	7 training courses/seminars provided; 165 participants	5 training courses.	<span style="color: red;">●</span>
	Increase number of participants			224 participants	<span style="color: green;">●</span>

## How have we performed?

In our Corporate Plan, Council has committed to a healthy community by providing a range of opportunities for everyone to be active and healthy. A key performance indicator is the number of people with a disability engaged in sport or physical activity.

During 2018/19 Council's Health and Recreation Department and Inclusive Sport and Leisure Officer delivered a number of initiatives including Every Body Active and Get Out - Get Active. The total number of people with a disability engaged in sport and physical activity was 2,470. Performance against this measure has increased annually over the last three years.

Council's Finance Department has made significant progress on reducing the average time it takes the Council to pay invoices. At 31st March 2018 the average days was 24.81 days. At 31st March 2019 the average time taken had reduced to just under 21 days - this will be reported in our annual accounts.

Prompt Payment information is published on the Council's website and details for the 2018/19 financial year can be found at:

[www.armaghbanbridgecraigavon.gov.uk/download/8281/2018-19/25880/prompt-payment-analysis-2018-19-q4.pdf](http://www.armaghbanbridgecraigavon.gov.uk/download/8281/2018-19/25880/prompt-payment-analysis-2018-19-q4.pdf)

The Council recognises that during 2018/19 performance for Percentage Freedom of Information (FOI) and Environmental Information Regulations (EIR) fell below the 100% target, although there was a 10% increase on achievement rates reported for 2017/18. During 2018/19, Council received 665 FOI requests an increase of 22% on last year's total requests received. The Council will continue to develop the Information Requests database to assist in monitoring and reporting of FOI/Environmental Information Regulation (EIR) activity, is committed to ensuring performance improvement in this area, and endeavours to achieve 100% compliance within the statutory or agreed timescale. Work is ongoing on an Information Management Transformation Project within Council which when embedded in to normal business processes should also contribute to increased performance in relation to FOI and EIR response times. Information packs have been provided for departmental reps who coordinate information requests to ensure that the staff have a better understanding of the legislation and associated timescales.

During 2018/19, Council's Environmental Health Department promoted and delivered seminars for businesses in addition to one to one business support and guidance, which is provided on an ongoing basis. The aim of the seminars was to promote and build capacity to enhance regulatory compliance and the economic viability of the businesses.

Whilst Environmental Health delivered 5 targeted training courses and seminars as opposed to 7 the previous year, the number of participants increased by 59. Details of courses include:

- 3 Food Allergen and Health and Safety compliance seminars to 117 businesses with 181 participants.
- 1 Health and Safety Awareness seminar to 10 businesses with 18 participants
- 1 Health and Safety awareness seminar for student Hairdressers and Beauty Therapists in Southern Regional College with 25 students in attendance building on linkages with those bodies with a common interest in health and safety.

These seminars provided a valuable opportunity for businesses to network and learn from each other on areas of good practice, and to positively impact on the management of both food and health and safety in local businesses. This work contributes to the success of the wider economy and links to PIO1.

Help desks at these seminars were also provided, where appropriate, for those with business/site-specific questions, with significant demand from the participants.

## 7.0 Benchmarking

In compliance with the Statutory Guidance on the General Duty, benchmarking/ comparison information forms part of our assessment report this year.

As such, we have included comparisons with other Councils relating to the statutory indicators and standards, and comparisons on prompt payment and staff absenteeism data. These are attached in Appendices 1-5.

**Appendix 4.** shows detailed Staff Absenteeism figures for our Council in comparison with all Councils across Northern Ireland . The figures show a continued increase in our overall absenteeism figure from 2016/17 to 2018/19. This has been due to long-term illnesses ranging from cancer related illness to stress related illnesses. These are managed in accordance with the protections afforded by the Disability Discrimination legislation and by balancing the robust monitoring and management of absence with the wellbeing of the individual. A number of these employees have been the subject of absence management processes and have had their employment terminated or are in the process of termination of employment due to ill health or capability. Council is in the process of implementing a new ABC Attendance Management Policy and Procedure, which will ensure a consistent approach to dealing with absence across the Council.

**Appendix 5.** shows Prompt Payment figures for our Council alongside figures for other Councils across Northern Ireland. From 2015 to date there has been a fluctuation in terms of number of processing days for invoices but Council continues to work to reduce processing times and this will be monitored. Council has met its own Self Imposed indicator for the average number of days to process an invoice, reducing this time to 21 days. (See Page 24).

Council is a member of APSE (the Association for Public Sector Excellence). Alongside other Northern Ireland councils, Council submits annual performance data on a wide range of service areas to ASPE, who then provide reports, which are used as a benchmarking tool, comparing performance on a regional basis with other N.I. Councils.

## 8.0 Financial performance

In 2018/19, the Council projected a requirement of net funding in the amount of £69.6m of which £61.6m was to be raised by way of Rates Income along with total projected Central Government grant funding of approximately £8m (i.e. Rates Support Grant, Transferred Functions Grants and De-Rating Grant).

In February 2018, the Council approved budgets for the four Directorates as follows:

**People Directorate: £36.1m**

**Performance Directorate: £7.9m**

**Place Directorate: £6.6m**

**Position Directorate: £6.8m**

The Council also budgeted for various capital projects across Council and set aside approximately £12.2m for this. The Annual Statement of Accounts is published on the publications section of the Council's website at:

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

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## 9.0 Committed To Continuous Improvement and General Duty To Improve

The Council wants to assure all residents, businesses and all 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 the second largest Council in Northern Ireland, we are now expected by Elected Members, local residents, businesses and other stakeholders to provide services which are better, more efficient and effective than they were before Local Government Reform in 2015, as we continue on our transformation journey.

Our Corporate Plan 2018-2023 outlines our ongoing commitments to provide high quality, efficient and effective public services, facilities, projects and programmes.

Council's Corporate Plan focuses on how the Council will deliver its contribution to the Community Plan and deliver the Council's priorities. The Departmental Business Plans show how services will deliver the Corporate Plan and service priorities. Departmental Business Plans are reported to each Strategic Director and also on a 6-monthly basis to relevant Service Committees internally. A Mid-Year report on progress made towards our Performance Improvement Plan is presented to Council's Performance and Audit Committee.

As we continue with our transformation and reform journey, we continue to ensure that all of our services continually improve their performance in relation to what they do, how they do it and the cost involved. This will help us provide the right services in the right way to meet the needs of our customers and to improve customer experience and satisfaction. Service reviews are an important part of that journey and a number of service reviews are ongoing or will be commenced throughout 2019/20.

A Performance Management Framework has been developed and agreed by senior management. The framework is being implemented and imbedded into service delivery, and will be a key driver for continuous improvement across all functions, departments and service areas.

A copy of the Council's new Corporate Plan was launched in May 2018 (2018-2023) and is available to view using the following link:

**[www.armaghbanbridgecraigavon.gov.uk/council/corporate-publications](http://www.armaghbanbridgecraigavon.gov.uk/council/corporate-publications)**

Council has produced a video summarising our key achievements since 2015:

**[www.youtube.com/watch?v=HuAs-hqBsEU](https://www.youtube.com/watch?v=HuAs-hqBsEU)**

You may also wish to view other Council performance related documents including the Performance Improvement Plan for 2019-20 on our website:

**[www.armaghbanbridgecraigavon.gov.uk/council/performance-improvement](http://www.armaghbanbridgecraigavon.gov.uk/council/performance-improvement)**

## 10.0 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 with your feedback/views:

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

**Email:** performance@armaghbanbridgecraigavon.gov.uk

**Telephone:** 0300 0300 900  
or 028 37529669 Ext: 3244

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

During 2018/19, we rebranded and distributed new Compliment and Customer Care Feedback Forms, which are available in all Council facilities. We welcome you taking the time to leave us your feedback on any of your visits to Council facilities/venues. We welcome all feedback including complaints as an opportunity to improve, and feedback is also welcomed via our Corporate Complaints Procedure at:

**[www.armaghbanbridgecraigavon.gov.uk/wpfd\\_file/corporate-complaints-procedure](http://www.armaghbanbridgecraigavon.gov.uk/wpfd_file/corporate-complaints-procedure)**

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.

## 2018/19 Performance Summary Table

STATUTORY INDICATORS & STANDARDS	7 Indicators	7 met or achieved (100%)
Jobs promoted through Business start-up Activity	165 jobs	221 jobs
Average processing time of major planning applications	>30 weeks	23.6 weeks
Average processing time of local planning applications	>15 weeks	14.6 weeks
% planning applications processed within 39 weeks	70%	80%
% household waste collected by council that is sent for recycling	50% by 2020	48.30%
Tonnage of biodegradable waste collected by council that is sent to landfill	26,002 tonnes	8,772 tonnes
Tonnage of biodegradable waste collected by Council (total waste collected)	no statutory target set	108,708 tonnes
PERFORMANCE IMPROVEMENT INDICATORS (PIP 2018/19)	55 indicators	42 met or exceeded (76%)
PIO1 - Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through partnership working and increased participation Promotion of health and well being	15 Indicators	12 met or exceeded (80%)
PIO2 - Improve Economic Growth across the Borough	15 Indicators	13 met or exceeded (87%)
PIO3 - Protect, enhance and promote the built natural & cultural heritage, creating vibrant and attractive urban & rural areas	14 Indicators	9 met or exceeded (64%)
PIO4 - Increase customer satisfaction levels and accessibility to Council Services	11 indicators	8 met or exceeded (73%)
SELF IMPOSED INDICATORS	6 Indicators	4 met or exceeded (67%)
Number of people with a disability engaged in sport or physical activity	1,925	2,470
Number of clubs supported to become more inclusive of people with a disability.	2	2
Average number of calendar days to pay suppliers	22 days	21 days
% FOI and EIR requests responded to within 20 working days.	100%	78%
No. of training and capacity building courses provided to businesses to enhance regulatory compliance.	not available (7 delivered in 17/18)	5
No. of participants on training and capacity building courses	not available (165 participants in 17/18)	224
TOTAL NO OF INDICATORS	68	53 met or exceeded (78%)

## Appendix 2

## Economic Development Statutory Indicators & Standards Performance: 11 Councils April 2018 - March 2019

### BUSINESS PLAN APPROVALS BY COUNCIL AREA

COUNCIL AREA	APR-18	MAY-18	JUN-18	JUL-18	AUG-18	SEP-18	OCT-18	NOV-18	DEC-17	JAN-18	FEB-19	MAR-18	TOTAL
Antrim & Newtownabbey	16	18	8	18	16	15	18	13	12	14	11	12	171
Ards & North Down	6	18	18	25	12	14	10	23	8	19	17	11	181
Armagh Banbridge & Craigavon	25	21	22	18	31	34	44	43	26	31	33	32	360
Belfast	27	46	40	42	50	39	27	25	28	33	39	34	430
Causeway Coast & Glens	19	22	19	18	21	19	21	19	13	14	22	24	231
Derry & Strabane	10	18	20	18	17	16	18	21	15	19	18	36	226
Fermanagh & Omagh	16	20	20	12	11	19	25	25	22	34	34	38	276
Lisburn & Castlereagh	20	18	27	20	22	19	19	16	14	15	20	18	228
Mid & East Antrim	17	18	15	15	17	16	13	19	15	19	14	23	201
Mid Ulster	21	23	18	20	21	27	28	37	27	34	37	39	332
Newry Mourne & Down	29	19	28	22	26	30	23	29	22	20	23	29	300
<b>TOTAL</b>	<b>206</b>	<b>241</b>	<b>235</b>	<b>228</b>	<b>244</b>	<b>248</b>	<b>246</b>	<b>270</b>	<b>202</b>	<b>252</b>	<b>268</b>	<b>296</b>	<b>2,936</b>

### TOTAL APRIL 2018 - MARCH 2019 FINANCIAL YEAR END

	Actual BPA to Year End	Actual Jobs Year End	Statutory Jobs Target	Balance versus Statutory	% Jobs Vs Statutory Target
Antrim & Newtownabbey	171	105	80	25	131%
Ards & North Down	181	111	85	26	131%
Armagh Banbridge & Craigavon	360	221	165	56	134%
Belfast	430	264	325	-61	81%
Causeway Coast & Glens	231	142	125	17	114%
Derry & Strabane	226	139	140	-1	99%
Fermanagh & Omagh	276	170	170	0	100%
Lisburn & Castlereagh	228	140	85	55	165%
Mid & East Antrim	201	124	85	39	145%
Mid Ulster	332	204	210	-6	97%
Newry Mourne & Down	300	184	155	29	119%
<b>Total 2018 -19 (Financial Year)</b>	<b>2,936</b>	<b>1,805</b>	<b>1,625</b>	<b>180</b>	<b>111%</b>

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

Ref	Statutory Indicator	Actual 2016/17	Actual 2017/18	Standard/Target 2018/19	Actual 2018-2019 (including Rank)
ED1	Number of jobs promoted through business start-up activity.	232 jobs	185 jobs	165	221 jobs (2 <sup>nd</sup> )
P1	Average processing time of major planning applications.	52.8 weeks	36.4 weeks	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks.	23.6 weeks (2 <sup>nd</sup> )
P2	Average processing time of local planning applications.	14 weeks	14 weeks	Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.	14.6 weeks (5 <sup>th</sup> )
P3	Percentage of planning enforcement cases processed within 39 weeks.	82.2%	82.2%	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.	80% (7 <sup>th</sup> )
W1	Percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).	48.8%	50.84%	NI Landfill Allowance Scheme (50% by 2020)	51.5%  Ranking not available, 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.	11,107 tonnes	10,730 tonnes	NI Landfill Allowance Scheme  2015/16 (30,759 tonnes)  2016/17 (29,173 tonnes)  2017/2018 (27,588 tonnes)	8,772 tonnes  Ranking not available - figures still to be verified by (DAERA).
W3	Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste arising (the total amount of waste collected).	104,342 tonnes	105,840 tonnes	No statutory standard has been set	108,708 tonnes  Ranking not available - figures still to be verified by (DAERA).

## Appendix 4

## Staff Absences Report

COUNCIL	2018-19			2017-18			2016-17		
	LONG-TERM ABSENTEEISM	SHORT-TERM ABSENTEEISM	TOTAL	LONG-TERM ABSENTEEISM	SHORT-TERM ABSENTEEISM	TOTAL	LONG-TERM ABSENTEEISM	SHORT-TERM ABSENTEEISM	TOTAL
Antrim and Newtownabbey				8.89	2.99	<b>11.88</b>	11.8	2.6	<b>14.4</b>
Ards and North Down				12.16	4	<b>16.16</b>	10.88	3.74	<b>14.62</b>
Armagh, Banbridge, Craigavon	13.11	3.62	<b>16.73</b>	12.22	3.84	<b>16.06</b>	9.62	3.45	<b>13.07</b>
Belfast City				8.81	4.91	<b>13.72</b>	8.09	4.35	<b>12.44</b>
Causeway Coast and Glens				12.92	2.87	<b>15.79</b>	13.32	2.55	<b>15.87</b>
Derry City and Strabane				11.3	2.7	<b>14.00</b>	12.92	1.97	<b>14.89</b>
Fermanagh and Omagh				8.88	3.99	<b>12.87</b>	9.09	3.71	<b>12.8</b>
Lisburn and Castlereagh				14.2	2.5	<b>16.70</b>	12.85	2.15	<b>15</b>
Mid and East Antrim				13.96	3.12	<b>17.08</b>	14.68	3.64	<b>18.32</b>
Mid Ulster				8.1	4.27	<b>12.37</b>	11.4	4.3	<b>15.7</b>
Newry, Mourne and Down				12.58	4.58	<b>17.16</b>	13.04	4.29	<b>17.33</b>
<b>AVERAGE SICKNESS ABSENCE</b>			<b>16.73</b>	<b>11.27</b>	<b>3.62</b>	<b>14.89</b>	<b>11.61</b>	<b>3.34</b>	<b>14.95</b>

Source: Unaudited data from Annual Audit Letters  
Split of short and long term absenteeism for the 2015-16 financial year is not held by NIAO.

Appendix 5

# Quarterly Prompt Payment Reports

Council Name	2015/16			2016/17			2017/18			outside 30 days
	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	
Antrim and Newtownabbey Borough Council	11,435	17,180	6,444	13,433	22,573	4,546	18,320	22,505	3,772	
Ards and North Down Borough Council	6,931	13,731	8,194	10,657	18,347	4,134	9,575	17,478	4,047	
Armagh City, Banbridge and Craigavon Borough Council	3,000	17,656	7,376	6,611	21,555	8,057	5,200	18,352	12,282	
Belfast City Council	44,240	52,231	9,592	43,898	53,600	7,492	39,355	51,403	6,916	
Causeway Coast and Glens Borough Council	10,219	18,403	4,022	11,314	21,624	3,923	11,964	23,430	5,056	
Derry City and Strabane District Council	9,049	19,585	6,078	8,234	18,024	6,070	12,584	18,163	4,005	
Fermanagh and Omagh District Council	8,836	13,900	2,679	9,914	16,487	2,395	10,692	15,935	2,367	
Lisburn and Castlereagh City Council	10,204	18,651	3,405	10,742	20,383	4,869	11,864	20,685	6,440	
Mid and East Antrim Borough Council	12,491	21,517	3,690	12,227	22,563	3,050	8,597	21,194	4,015	
Mid Ulster District Council	10,714	15,785	221	15,979	18,554	271	16,676	19,275	469	
Newry, Mourne and Down District Council	1,967	14,443	7,527	2,081	19,086	3,214	1,979	21,554	3,653	
<b>Total</b>	<b>129,086</b>	<b>223,082</b>	<b>59,228</b>	<b>145,090</b>	<b>252,796</b>	<b>48,021</b>	<b>146,806</b>	<b>249,974</b>	<b>53,022</b>	
			<b>282,310</b>			<b>300,817</b>			<b>302,996</b>	

	within 10 days	within 30 days	outside 30 days
<b>15/16</b>	45.72%	33.30%	20.98%
<b>16/17</b>	48.23%	35.80%	15.96%
<b>17/18</b>	48.45%	34.05%	17.50%

Source: Unaudited data from Department for Communities quarterly publications

Council Name	2015/16			2016/17			2017/18			2018/19			outside 30 days
	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	
Armagh City, Banbridge and Craigavon Borough Council	3,000	17,656	7,376	6,611	21,555	8,057	5,200	18,352	12,282	6,504	25,201	5,547	
<b>Total</b>	<b>129,086</b>	<b>223,082</b>	<b>59,228</b>	<b>145,090</b>	<b>252,796</b>	<b>48,021</b>	<b>146,806</b>	<b>249,974</b>	<b>53,022</b>				
			<b>282,310</b>			<b>300,817</b>			<b>302,996</b>				
	<b>10.7%</b>	<b>63.0%</b>	<b>26.3%</b>	<b>18.3%</b>	<b>59.5%</b>	<b>22.2%</b>	<b>14.5%</b>	<b>51.2%</b>	<b>34.3%</b>	<b>17.5%</b>	<b>67.7%</b>	<b>14.9%</b>	

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