

Performance Improvement Plan

2017-2018



Armagh City
Banbridge
& Craigavon
Borough Council

armaghbanbridgecraigavon.gov.uk

Foreword

It has been just over two years since the new Armagh City, Banbridge and Craigavon Borough Council was established as part of Local Government Reform. We continue to grow and mature while striving to maintain the delivery of high quality services which benefit our people and our borough.

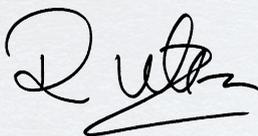
The interim two-year Corporate Plan (2015-2017) set out our vision, ambitions and objectives for our initial period of transformation. This has helped drive our key projects and actions over these early formative years. As an organisation we remain committed to delivering our three ambitious priorities from our interim corporate plan **Prosper the Place; Serve the People; Strengthen our Position** and continue to be ambitious in our pursuit of their realisation.

We have a statutory duty under Part 12 of the Local Government Act to put arrangements in place for continuous improvement in the exercise of our services, and each year the Council is required to develop a Performance Improvement Plan. The Performance Improvement Plan for 2017-2018 has been developed to align with the draft Programme for Government, the recently published Borough Community Plan, and has been informed by our own Corporate Plan. They have also been influenced by other regional and local strategies and areas identified by Council departments which are a focus for improvement over the period 2017-2018.

The following four Performance Improvement Objectives have been identified for 2017-2018:

1. Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through increased participation.
2. Improve economic growth across the borough.
3. To protect, enhance and promote the built, natural and cultural heritage, creating vibrant and attractive urban and rural areas.
4. Increase customer satisfaction and accessibility to Council services.

We want to assure residents, businesses and all of our stakeholders that we are fully committed to using our best endeavours to deliver services that are efficient, economical and of an exemplary standard. The Performance Improvement Plan is an example of our commitment to make this happen. We look forward to working with you all to ensure that we make a significant contribution to achieving the longer term objectives of the draft Programme for Government, the Borough Community Plan and our corporate vision to prosper the place, serve the people and strengthen our position.



Roger Wilson
Chief Executive
16th June 2017

Introduction

The Council recognises ‘improvement’ to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

The aim of this Performance Improvement Plan (2017-2018) is to set out what we will do in the year ahead to secure our new statutory general duty of continuous improvement in the exercise of our functions (including reference to any statutory performance indicators and standards), and to bring about improvement against at least one of the following specified aspects of improvement:

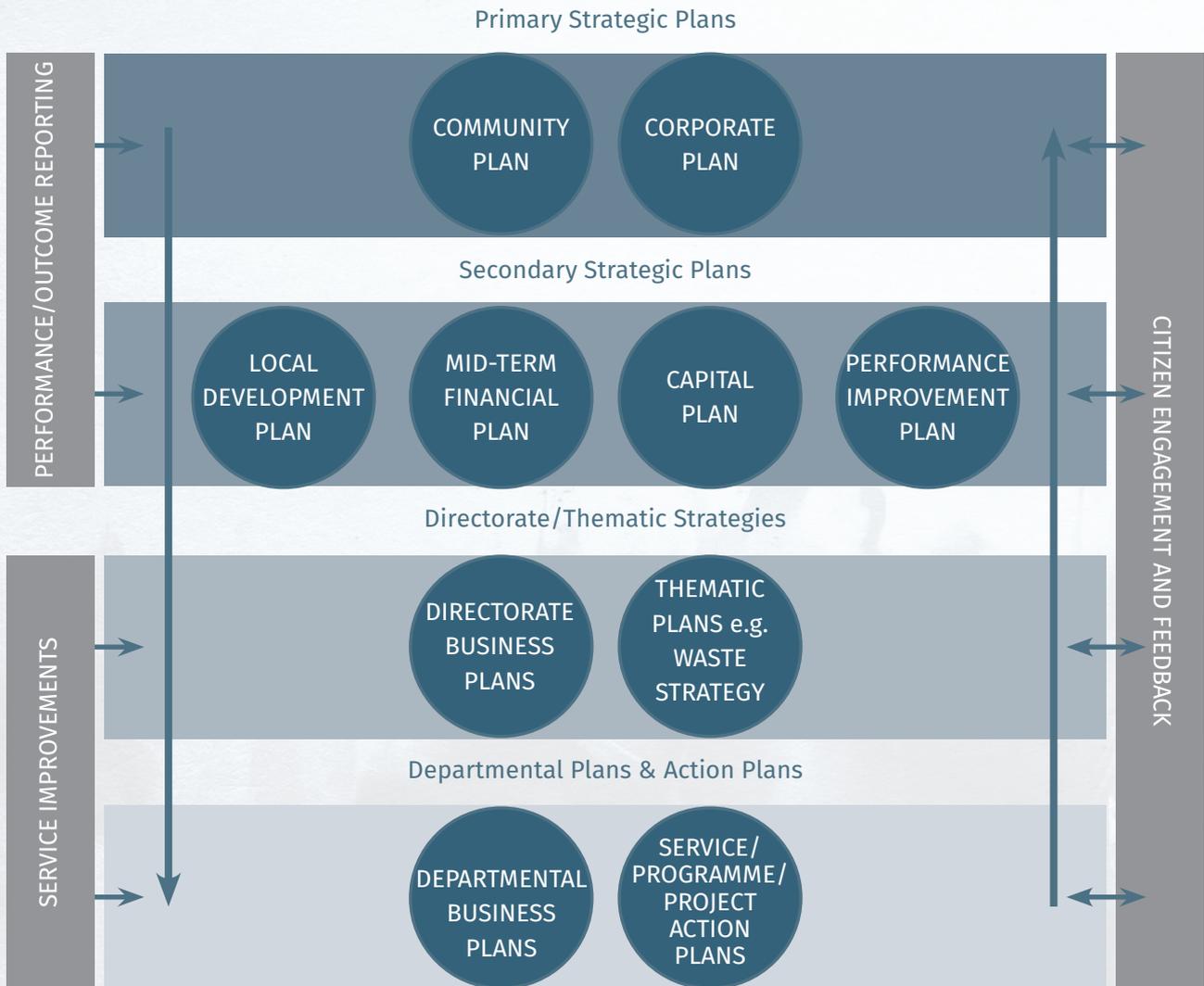
- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

This plan reflects our corporate priorities, taking into account the needs of our residents, businesses and visitors. It has been directly informed by the ongoing work with partners and stakeholders to develop a Community Plan for the area, by our existing Corporate Plan 2015-17 and through a dedicated public consultation process during March-April 2017.

The Corporate Improvement Plan sits within our Corporate Planning Framework which guides our strategic policy direction and drives our service delivery arrangements (Figure 1 below).

This publication fulfils, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014. This is our ‘forward-looking’ Improvement Plan for the 2017-18 year. Our ‘retrospective’ self-assessment performance report on this plan will be published by the end of September 2018.

Figure 1: Corporate Planning Framework*



*Please note this Framework will be reviewed and may be changed as required

2.0 Achieving Continuous Improvement

The Performance Improvement Plan is recognised as a key secondary strategic plan and is integral to our performance management approach and overall corporate planning framework.

We are continuing to develop this framework and to establish and implement the processes that will take forward our corporate vision, ensuring achievement of our performance improvement objectives. The Performance Improvement Plan echoes the commitment to continuous improvement that is enshrined in our Corporate Plan and in our values:

**Ambitious / Protective / Proactive / Respectful / Responsive / Excellent
Forward looking / Outward Looking / Exemplary**

3.0 Identifying Performance Improvement Objectives 2017-18

In identifying our annual performance improvement objectives for 2017-2018 we took our lead from the following regional and strategic documents.

The draft Programme for Government Framework 2016-2021 was published in May 2016. It takes a new approach and focusses on the major societal outcomes that the Executive set out to achieve over the 6-year period which will focus on people rather than the actions taken by Government. The Executive hope to engage outside central Government to develop plans which recognise the various parts that many different organisations and sectors including local government have to play.

The Borough Community Plan 2017-2030 published in 2017 is an overarching strategy for the borough. It was developed through an on-going and inclusive process taking in to account the views of local people and stakeholders within the borough. It provides a framework for collaborative working, helping to integrate other local and regional strategies and plans delivering positive change for local communities. It aims to improve sustainable social, economic and environmental wellbeing and therefore strongly informs this Performance Improvement Plan.

Availability of appropriate and relevant performance data to contribute to our 2017-18 Performance Improvement Plan is still limited overall at this stage. However, we continue to develop appropriate systems to identify and capture relevant information over the next year and beyond to fully support the improvement planning process.

As set out in Table 1 below this year's Performance Improvement Plan is aligned to the draft Programme for Government, borough Community Plan and our corporate priorities contained in the Council Corporate Plan 2015-17: Prosper the Place; Serve the People; Strengthen our Position. Each of the four performance improvement objectives for 2017-2018 has been developed within this context and will be linked to ongoing business being delivered during the year ahead. The performance improvement objectives include the statutory performance indicators and standards for Economic Development, Planning and Waste Management. The statutory indicators and standards are set out in Appendix 1.

The **Performance Improvement Objectives** identified for 2017-2018 are:

1. Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through increased participation.
2. Improve economic growth across the borough.
3. To protect, enhance and promote the built, natural and cultural heritage, creating vibrant and attractive urban and rural areas.
4. Increase customer satisfaction and accessibility to Council services.

Table 1: Alignment of Draft Programme for Government Framework, Borough Community Plan and Performance Improvement Objectives 2017-18

Draft Programme for Government Outcomes	Borough Community Plan (2017 2030)		Council Corporate Plan (2015 2017)	Performance Improvement 2017 2018
	Theme	Outcomes	Priorities	Objectives
We enjoy long, healthy, active lives	Healthy Community	People are making positive lifestyle choices. They are more resilient and better equipped to cope with life's challenges	Serve the People	1. Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through increased participation.
We have a safe community where we respect the law and each other	Welcoming Community	Our borough is a safe, respectful and peaceful environment		
We have created a place where people want to live and work, to visit and invest				
We care for others and we help those in need	Confident Community	Everyone has opportunities to engage in community life and shape decisions - we have a strong sense of community belonging and take pride in our area		
We are a confident, welcoming, outward-looking society				
We prosper through a strong, competitive, regionally balanced economy	Skilled Economy	People are better equipped to take full advantage of the opportunities provided by our dynamic economy	Prosper the Place	2. Improve economic growth across the borough.
We have more people working in better jobs				
We are an innovative, creative society where people can fulfil their potential	Enterprising Economy	Our borough is a centre of excellence for entrepreneurship, innovation and investment		
We have created a place where people want to live and work, to visit and invest	Tourism Economy	Our borough is the destination of choice for international visitors		
We are a confident, welcoming, outward-looking society				

Draft Programme for Government Outcomes	Borough Community Plan (2017-2030)		Council Corporate Plan (2015-2017)	Performance Improvement 2017-2018
	Theme	Outcomes	Priorities	Objectives
We live and work sustainably - protecting the environment	Enhanced Place	Our rich and varied built heritage and natural assets are protected, enhanced and expanded for current and future generations to enjoy	Prosper the Place	3. To Protect, enhance and promote the built, natural and cultural heritage, creating vibrant and attractive urban and rural areas.
We have created a place where people want to live and work, to visit and invest	Revitalised Place	Our distinctive and vibrant urban and rural areas are at the heart of community and economic life		
We are an innovative, creative society where people can fulfil their potential	Creative Place	Our borough is an inspirational and creative place offering quality inclusive arts and cultural experiences		
We connect people and opportunities through our infrastructure	Cross Cutting - Connectivity		Strengthen our Position Serve the People	4. Increase customer satisfaction and accessibility to Council services.
We have a more equal society	Cross Cutting - Connectivity		Serve the People	Improvement aspect considered as part of the above objectives
We are a shared society that respects diversity				
We give our children and young people the best start in life				
We have high quality public services	Cross Cutting - Connectivity		Strengthen our Position Serve the People	Improvement aspect considered as part of the above objectives
We live and work sustainably - protecting the environment				

4.0 Performance Improvement Objectives 2017-2018

Performance Improvement Objective 1

PROVIDE AND PROMOTE MORE OPPORTUNITIES FOR PEOPLE TO IMPROVE THEIR PHYSICAL, MENTAL AND SOCIAL WELLBEING THROUGH INCREASED PARTICIPATION.

Link to 'Connected' The Borough's Community Plan 2017-2030 Strategic Theme: COMMUNITY

We live in a caring and safe borough, where people lead healthy, fulfilling lives and take pride in shaping, nurturing and enriching community life.

Link to Council Corporate Priorities: SERVE THE PEOPLE

Improving everyone's quality of life, opportunity, safety and wellbeing.

Lead Departments: Health and Recreation; Community Development; Environmental Health; Environmental Services.

Why did we choose this objective?

It is our aspiration that everyone is equipped and supported to achieve the longest, healthiest and most fulfilling life possible. To achieve this, we will work collaboratively to address health inequalities throughout the borough and across the generations. We have an increasing and ageing population with a higher than average population increase over the last ten years. While a growing population is positive for our social and economic wellbeing, it will impact upon projected health and social care needs.

A number of issues were identified as impacting on the health and wellbeing of people during the engagement process for the development of the Community Plan which included: unhealthy lifestyles; limited physical exercise; disengagement; lack of meaningful engagement; isolation and loneliness with barriers to accessing services which included confusion on services available and rurality.

Whilst life expectancy is improving and the majority of people have good health, inequalities in health exist, with the most deprived areas having worse outcomes on a number of health indicators. The community and voluntary sector play a crucial role in helping address more disadvantaged or isolated communities by providing links to services and support and the borough benefits from a number of established networks that provide services and support for many smaller community and voluntary groups. However, engagement to date has highlighted some striking differences in community infrastructure and service provision across the borough.

What are the Key Actions we will undertake to achieve this objective?

- Deliver a Public Awareness Initiative highlighting the benefits of adopting healthy lifestyle choices and the importance of achieving mental and emotional wellbeing:
 - Produce and distribute promotional messages and materials through a range of mediums appropriate to the targeted group(s).
 - Deliver health programmes to communities and groups experiencing the worst outcomes in health.
- Offer opportunities for increased wellbeing:
 - Support volunteering opportunities.
 - Support individuals to become involved in training and learning opportunities that may improve wellbeing.
 - Increase the use of shared open spaces by developing the activity and event offerings.
 - Increase participation in Community Centre / Town Hall based activities leading to greater community connections.

- Increase opportunities for people to participate in physical activities:
 - Make membership of indoor leisure more affordable and attractive to targeted demographics.
 - Deliver activities to targeted groups such as those with special needs, women and girls, and those with high social needs.
 - Develop a four season approach to outdoor leisure allowing individuals and groups to participate in activities all year round.

How will we measure progress?

- Completion and reach of the Public Awareness Initiative.
- Number of health programmes and community engagement sessions delivered.
- Health and Recreation website operational.
- Number of volunteer hours.
- Number of training and learning opportunities availed of.
- Community Centre and Town Hall user numbers.
- Number of events and mass participation activities run in our parks and open spaces.
- Number of indoor leisure memberships.
- Number of participants in activities for targeted groups.
- Number of users in parks, outdoor spaces and outdoor leisure facilities.

What improvement can residents, businesses or visitors expect?

- There will be greater awareness of opportunities to engage and participate in services.
- Those who experience the worst outcomes in health are more aware of the impact of participation on their physical, mental and social wellbeing.
- Increase in participation levels as a result of a more targeted and wider scope of services on offer.

Performance improvement aspects:

Strategic Effectiveness, Service Quality, Service Availability, Fairness, Innovation.

Performance Improvement Objective 2

IMPROVE ECONOMIC GROWTH ACROSS THE BOROUGH.

Link to 'Connected' The Borough's Community Plan 2017-2030 Strategic Theme: ECONOMY

We are an internationally renowned destination – Our competitive industries, productivity and outward facing economy provides the global platform to attract, develop and maintain talent, investment and high growth opportunities.

Link to Council Corporate Priorities: PROSPER THE PLACE

Increasing prosperity through the economy, employment, connectivity and environment.

Lead Departments: Economic Development; Regeneration; Tourism, Arts and Culture; Planning.

Why did we choose this objective?

The borough benefits from its centralised location, supported by good road and rail networks. Despite the challenges of the recent economic recession we have a vibrant growing economic sector with some notable large employers. However, employee wages are lower than Northern Ireland as a whole, both for those employees who work in the area and those who live in the area. Youth unemployment poses the risk of creating a cycle of inactivity and continues to present a real challenge to growing the local economy. Further compounding this is our ageing population. As people stay in employment longer we need to increase the availability of jobs within the borough. Whilst the borough has similar entrepreneurial and business start-up rates to NI overall, those consulted through the community planning process agreed that a focus on encouraging and nurturing new business ideas, would help increase and sustain economic growth. The borough benefits from a diverse range of quality and accessible educational training provision, dedicated staff and excellent relationships with a range of voluntary and community based groups, services and facilities that promote and support lifelong learning and development. However, indications from the community planning engagement sessions so far have identified skills shortages and mismatches within specific sectors. In 2013, there were 4,200 employee jobs in tourism industries in the borough with visitor spend reaching approximately £22m in 2015. Tourism is a key contributor to the local economy, however, only 3% of the overnight trips to NI are spent in the borough. The Council is committed to building a thriving and prosperous economy, underpinned by a skills base of local people, which attracts inward investment, offering the best possible range of quality employment opportunities. We also aspire to capitalise on the borough's unique assets and events so the borough becomes internationally renowned as a destination within NI and the island of Ireland.

In order to improve economic growth, the Council will work to support entrepreneurship, innovation, business competitiveness, increased exporting, inward investment, job creation, attract more visitors and support skills development to enable business growth.

What are the Key Actions we will undertake to achieve this objective?

- Implement the new 11 Council 'Go for It' Business Start Up Programme in the borough.
- Implement 2 export missions for local businesses to external markets e.g. Republic of Ireland and UK.
- Develop partnership working for example employability and skills forum bringing together stakeholders and partners.
- Modify the Council Business Engagement Programme to focus support provision on key growth sectors i.e. Agri-food, Life Sciences, Advanced Manufacturing, Digital and the Visitor Economy.
- Manage our relationship with key global businesses by putting in place a dedicated member of staff.
- Develop the social economy through tailored mentoring and start up support for social enterprises.
- Enable rural businesses to access funding to assist businesses to grow and diversify into new export markets.

- 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.
- Develop and deliver Council led signature events.
- Provide prompt planning decisions.
- Advance the Local Development Plan (will also apply to objective 3).

How will we measure progress?

- *Number of new jobs promoted through 'Business Start-up' activity.
- Number of exporting opportunities created.
- Establishment of an Employability and Skills Forum and Strategy.
- Number of existing small to medium size enterprises (SMEs) in key growth sectors supported through business mentoring.
- Engagement with key global businesses.
- Number of existing Social enterprises supported.
- Number of new Social Enterprise start-ups.
- Number of new rural jobs created.
- Number of rural businesses increasing their export market.
- Number of users of Council cultural venues (will also apply to objective 3).
- Three themed tourism packages developed for an international tourism audience.
- Delivery of three Council led signature events.
- *Major planning applications processed within an average of 30 weeks.
- *Local planning applications processed within 15 weeks.
- Advancement of the Local Development Plan through the formal stages of the process (will also apply to objective 3).

**Relates to statutory indicators/standards as set out in The Local Government (Performance Indicators and Standards) Order (NI) 2015*

What improvement can residents, businesses or visitors expect?

- Businesses in key growth sectors will have greater access to, and awareness of, tailored mentoring support.
- Rural businesses have access to further investment in their business to meet both capital and resource needs.
- More businesses including rural businesses will have the ability to create new jobs and grow their business export potential.
- More opportunities for people to achieve greater prosperity.
- People are better equipped to take advantage of skills and investment opportunities.
- Visitors will benefit from improved tourism and hospitality offerings.
- All will benefit from a more co-ordinated approach to economic development achieved through greater partnership working.

Performance Improvement Aspects:

Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Innovation.

Performance Improvement Objective 3

TO PROTECT, ENHANCE AND PROMOTE THE BUILT, NATURAL AND CULTURAL HERITAGE, CREATING VIBRANT AND ATTRACTIVE URBAN AND RURAL AREAS.

Link to 'Connected' The Borough's Community Plan 2017-2030 Strategic Theme: PLACE

The borough is a place of discovery, where unique cultural and natural assets are cherished and people are inspired to be creative, to grow and to flourish

Link to Council Corporate Priorities: PROSPER THE PLACE

Increasing prosperity through the economy, employment, connectivity and environment.

Lead Departments: Regeneration; Economic Development; Tourism, Arts & Culture; Environmental Services; Environmental Health; Planning.

Why did we choose this objective?

It is our aspiration that each urban and rural area values and protects its distinct identity and assets, so that the borough's full potential as a vibrant place for living, working, visiting and investing can be achieved. We want people to live in well-designed, sustainable and connected communities, benefiting from accessible services and amenities. Community planning stakeholder engagement highlighted a number of issues facing independent traders such as vacancy rates, attractiveness of town and village centres etc. People living in rural areas should also benefit from good services and digital accessibility to ensure they fully participate in all aspects of civic life and future economic growth.

We want to deliver innovative solutions to physical, economic and social urban and rural renewal through integrated investment, regeneration and planning policy and practice. To achieve our aspiration however, we must adopt a more collaborative and holistic approach to place-shaping, building on the wealth of strategies, plans and initiatives already working to deliver on our desired outcomes. Our city, towns, villages and rural areas need to be places of choice. We want the borough to have a dynamic and inclusive arts and cultural offering that is responsive to the needs of residents and has mass appeal to visitors. Arts and culture play an important role in community life, enhancing our sense of place and improving wellbeing and quality of life. Despite a thriving arts scene, feedback during recent community planning engagement highlighted the need to overcome barriers to engagement and recognise the benefits of arts participation to quality of life.

We want to develop understanding of, and respect for, the contribution of the built and natural environment and the role it plays in improving the health and vitality of urban and rural communities, their sense of place, character and identity. Our borough's landscape, built and natural environment is unique and remarkably diverse. Its protection, promotion and enhancement is a key priority for us. The community planning engagement process highlighted a number of issues including a perceived lack of green spaces and a lack of community ownership, interest and pride in the environment, which may result in dereliction, littering and fly-tipping. Archaeological and built heritage forms an integral part of our environment, providing a range of opportunities for enjoyment, recreation, play and economic activity. Their preservation and enhancement is fundamental to the collective wellbeing of the borough. We must therefore maximise their role as an important element of our identity and character, helping to attract visitors to the area.

What are the Key Actions we will undertake to achieve this objective?

- Actively support regeneration projects in our city, towns, and villages by delivering shop front improvement schemes, dereliction projects, and 'Meanwhile Spaces'.
- Progress public realm / environmental improvement schemes.
- Focus on heritage led regeneration in urban and rural areas.
- Support delivery of key strategic capital projects in rural villages by working in partnership with key stakeholders.
Delivery of Evening Economy Strategy across the Borough.
- Implement key actions from the Council Waste Management Strategy including the 'Food Waste from Landfill' campaign and route optimisation in the Armagh area.
- Implement key actions from the Council's Clean Neighbourhoods Plan.
- Develop and promote excellence in green spaces across the borough.
- Complete year 2 of the Brackagh Bog Area of Special Scientific Interest restoration project.
- Implement the Council's enforcement policies and procedures (will also apply to objective 2).
- Work in partnership with local businesses and organisations to achieve 'Fairtrade Borough' status accreditation.
- Develop and promote a range of arts and cultural activities.
- Deliver a rural digital connectivity pilot project (subject to funding).
- Advance the Local Development Plan (will also apply to objective 2).

How will we measure progress?

- Number of property owners supported to invest in buildings to attract more uses for our city, towns and villages.
- Number of public realm schemes completed.
- Number of buildings protected through heritage led regeneration schemes.
- Amount of funding secured.
- Number of property owners and retailers engaging in funded initiatives and partnership led initiatives.
- Number of promotional campaigns delivered.
- Purple Flag status for Armagh City centre maintained.
- *Recycling and composting of the borough's waste increased to 49.5%.
- *Amount of Biodegradable Municipal Waste landfilled falls to 10,019 tonnes.
- Satisfaction levels with cleanliness of the borough.
- The number of environmental best practice accreditations for example Green Flags, Rare Breed recognition, Quality Badge for Learning Outside the Classroom.
- Hectares of scrub removed from Brackagh Bog ASSI.
- *70% of all planning enforcement cases to be processed within 39 weeks of receipt of complaint (will also apply to objective 2).
- 'Fairtrade Borough' accreditation achieved.
- Number of users of Council cultural venues (will also apply to objective 2).
- Delivery of a rural digital connectivity pilot project. Number of rural residents and or businesses benefiting from increased internet speeds.
- Advancement of the Local Development Plan through the formal stages of the process (will also apply to objective 2).

**Relates to statutory indicators/standards as set out in The Local Government (Performance Indicators and Standards) Order (NI) 2015*

What improvement can residents, businesses or visitors expect?

- Enhanced built and natural environments in our city, towns, villages and rural areas.
- Less dereliction and improved appearance of shops and buildings in our city, towns and village centres.
- Improved appearance of our Historic Buildings and Buildings at Risk protected.
- Increase in the capability of retailers, investors and communities to deliver regeneration initiatives.
- Improved rural digital connectivity in the pilot area.
- Efficient recycling and composting service to enable diversion of waste from landfill.
- Recognition of living and working in a borough which supports and promotes local products and producers, and awareness of Fairtrade and global fair labour.
- More opportunities to engage with arts and cultural activities.

Performance improvement aspects:

Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Sustainability, Innovation.

Performance Improvement Objective 4

INCREASE CUSTOMER SATISFACTION AND ACCESSIBILITY TO COUNCIL SERVICES.

Link to 'Connected' The Borough's Community Plan 2017-2030 Cross Cutting Theme: CONNECTIVITY

We believe connectivity is integral to improving quality of life. Through our plan we will work to transform and connect all areas of the borough physically, digitally and socially through shared collaborative approaches.

Link to Council Corporate Priorities: STRENGTHEN OUR POSITION

Giving leadership to tackle the issues that matter and influencing decision makers at all levels.

SERVE THE PEOPLE

Improving everyone's quality of life, opportunity, safety and wellbeing.

Lead Departments: All Departments are responsible for delivery of this objective as Customer Care is everyone's responsibility. However, the cross departmental Customer Care Project Team will take a lead role in developing a Customer Care Strategy and overseeing the implementation of an associated Customer Care Action Plan.

Why did we choose this objective?

Along with Growing the Area, Customer Service has been identified as one of our critical priorities in developing our Council services. It is central to the Council's aim of providing people centred services. It should be at the core of everything we do and be visible in all aspects of both internal and external service delivery, demonstrated through the behaviours of our people. We see improved customer care provision as a key aspect of a corporate wide performance improvement agenda, which touches every aspect of what the Council aims to deliver. It is our ambition to provide excellent services to everyone and to ensure the best customer experiences for all residents, communities, businesses, visitors and all other stakeholders.

What are the Key Actions we will undertake to achieve this objective?

The Year 1 Customer Care Action Plan contains more detailed actions which are planned to be undertaken to achieve this objective. In addition, throughout the course of the year a number of departments will undertake a review of particular services which will identify areas for improvement in customer care and service delivery. Action plans resulting from such reviews will also contribute to achieving this objective.

The **Key Actions** are:

- Use information from a situational analysis survey to inform the tasks within the Action Plan.
- Agree Customer Care Standards.
- Establish baseline customer satisfaction levels by undertaking consultation with customers and service users, using a range of methods.
- Develop and deliver customer care training to frontline staff.
- Develop our corporate complaints procedures.
- Develop and use technology to improve access to services e.g. online reporting and development of new websites.

How will we measure progress?

- Customer satisfaction levels, identified through surveys and monitoring of feedback to establish baseline information.
- Corporate complaints procedures revised and implemented.
- The number of services available on-line.
- The number of on-line business/service transactions.
- The number of front line staff trained in customer care.

What improvement can residents, businesses or visitors expect?

As a result of our actions it is hoped that all external and internal customers including residents, businesses, and visitors will have:

- Improved customer experiences and satisfaction with the services they receive.
- Improved availability of up to date, clear and accessible information about Council services.
- Increased availability of on-line services.

Performance Improvement Aspects:

Strategic Effectiveness, Service Availability, Service Quality, Fairness, Sustainability, Efficiency, Innovation.

5.0 Consultation

As mentioned the 2017-2018 Performance Improvement Objectives contained within this Plan have been aligned to 'Connected' The Borough's Community Plan. The community engagement exercises undertaken to develop the Community Plan and the subsequent consultation on the draft Borough Community Plan are therefore considered extremely relevant to the overall consultation deemed necessary to inform this Performance Improvement Plan.

Performance improvement objectives for 2017-2018 were drafted in consultation with representative Council officers from across all of our four Directorates prior to an official period of public consultation with a range of stakeholders. These include Elected Members, staff, trade unions, residents and rate payers, local businesses, community groups, the voluntary sector, statutory and other community planning partners and other bodies with which collaborative working is taking place or is being planned.

The following consultation methods were used: The Council website, hard copies available in the three main Council buildings, Council Facebook and Twitter, Council intranet and staff newsletter, email distribution lists, newspaper advertisements and letter invitations. As no formal consultation responses were received, there has not been any significant changes made to the draft performance improvement objectives. Some minor changes were made as a result of suggestions by Council staff to better reflect the final wording in relation to the Borough's Community Plan and the actions and measures to better reflect the final Council Departmental Business Plans.

6.0 Performance Reporting

Council departments will establish performance measures which relate to the objectives identified in their annual business plans, aligned with those set out in this plan. Implementation will be overseen through internal performance management and governance arrangements including Committee reporting.

A mid-year report (covering the period April-September 2017) on progress against the current year's performance improvement objectives will be presented to the Performance and Audit Committee.

By the end of September 2017 we will publish a retrospective self-assessment report setting out details of how we have performed against our 2016-2017 Performance Improvement Plan including the statutory performance indicators and standards for Planning, Waste and Economic Development in 2016-17 and any other self-imposed indicators and standards.

By the end of September 2018 we will publish a retrospective self-assessment report setting out details of how we have performed against the Performance Improvement Objectives for 2017-18. Where possible, and as required, the Council will benchmark against the performance of other councils and identify wider benchmarking opportunities with other similar bodies.

7.0 How To Propose New Improvement Objectives

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

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

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

Appendix 1

Statutory Performance Indicators and Standards

The Local Government (Performance Indicators and Standards) Order (NI) 2015 has specified the following performance indicators and standards for Armagh City, Banbridge and Craigavon Borough Council in relation to Economic Development, Planning and Waste Management as set out in the table below.

Ref	Statutory Indicator	Standard to be met (annually)
ED1	The 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's Regional Start Initiative or its successor programmes)	165
P1	The average processing time of major planning applications. (An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015 (a))	Major applications processed from date valid to decision or withdrawn within an average of 30 weeks.
P2	The average processing time of local planning applications. (An application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and other applications for approval or consent under the Planning Act (NI) 2011 or any Regulations made under the Act)	Local applications processed from date valid to decision or withdrawn within an average of 15 weeks.
P3	The percentage of planning enforcement cases processed within 39 weeks. (Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (NI) 2011 or any Regulations made under the Act)	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.
W1	The 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)
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	NI Landfill Allowance Scheme (30,759 tonnes)
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings. (The total amount of waste collected)	



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