

# Performance Improvement Plan 2018-2019



## Foreword

Armagh City, Banbridge and Craigavon Borough Council has been in existence since 1 April 2015 and is committed to maintaining the delivery of high quality services which benefit our people and our Borough. The Council consists of 41 Elected Members, representing 7 District Electoral Areas and a population of 210,300. Our Corporate vision ..... a healthy, happy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.

We are a forward thinking, ambitious organisation, aiming for gold star status, with a positive culture that provides the ABC experience ..... Serve Passionately, Engage Positively, Deliver Consistently.....because we Care. The new Corporate Plan (2018-2023) sets a clear vision for our people and the place, linking our Community Plan to ensure public services and corporate priorities come together and deliver our vision for the Borough.

Each year the Council is required under the Local Government Act (NI) 2014 (Part 12) to develop a Performance Improvement Plan. This legislation provides a framework from which the Performance Improvement Plan has been developed to support continuous improvement in the delivery of our services. This Performance Improvement Plan will cover the year 2018-2019 and has been aligned with the Programme for Government, the Borough Community Plan, and supports our new Corporate Plan.

The Performance Improvement Plan has been influenced also by other regional and local strategies and areas identified by Council departments which are a focus for improvement over the period 2018-2019. In the year ahead we will be taking forward our Local Development Plan (LDP) having recently published the LDP Preferred Options Paper. The new Local Development Plan will also be taken into consideration in development of future improvement objectives. We will demonstrate our commitment to continuous improvement in the delivery of our services through the development, implementation and reporting of this annual Performance Improvement Plan.

The following four Performance Improvement Objectives have been identified for 2018-2019:

1. Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through partnership working and increased participation.
2. Improve economic growth across the Borough.
3. Develop 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 give surety to residents, businesses and all of our stakeholders that we are fully committed to using our best efforts to deliver services that are efficient, economical and of an excellent standard.



**Roger Wilson**  
Chief Executive

## Introduction

The aim of our Performance Improvement Plan is to set out what we will do in the year ahead to deliver on our statutory duty to secure continuous improvement in service delivery and bring about improvement against at least one of the following seven improvement areas as stipulated in Section 84 (2) of the Local Government Act (Northern Ireland) 2014:

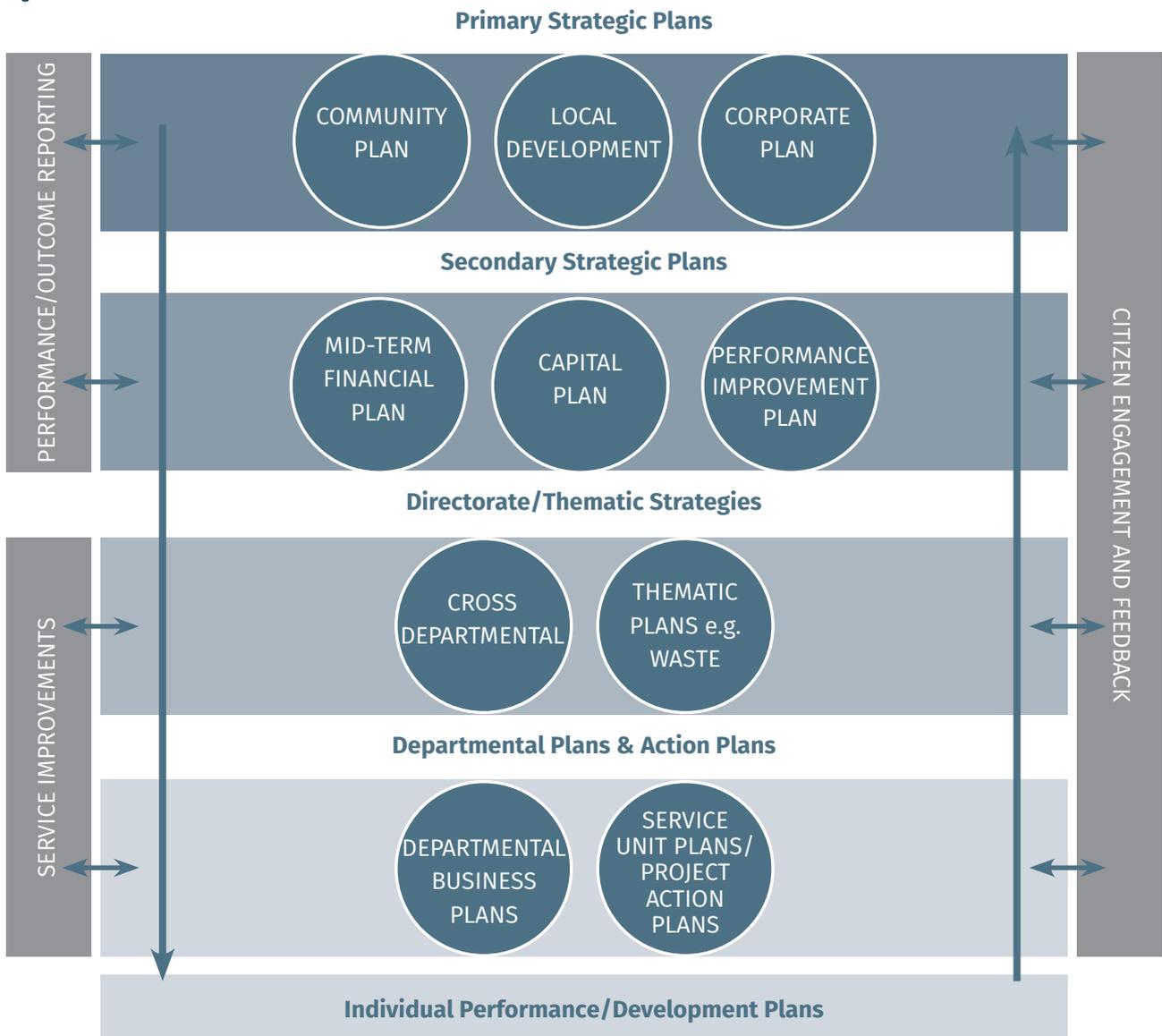
1. Strategic effectiveness
2. Service quality
3. Service availability
4. Fairness
5. Sustainability
6. Efficiency
7. Innovation

“Improvement” in the context of the Local Government Act means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the Council, therefore this plan has been developed with the needs of customers, residents, businesses and visitors in mind. The Council recognises ‘improvement’ to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities. The Performance Improvement Plan has been directly informed by ongoing work with partners and stakeholders through the community planning and local development planning processes and in establishing our new Corporate Plan 2018- 2023.

The Performance Improvement Plan sits within a corporate planning framework, which guides our strategic planning process and service delivery arrangements (Figure 1). Whilst this plan focuses specifically on key Performance Improvement Objectives, we are still seeking to bring about improvement in other areas of service delivery. Planned improvements in our day-to-day business are set out in our Departmental Business Plans.

This publication is our ‘forward-looking’ Performance Improvement Plan for the year 2018-2019 that fulfils, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014. Our ‘retrospective’ self-assessment performance report on this plan will be published by the end of September 2020.

Figure 1



There needs to be connections between all levels. This golden thread is supported by engagement and improvement processes. The plans listed at each level are illustrative of the key plans, rather than an exhaustive list.

## 2.0 Achieving Continuous Improvement

Central to Armagh City, Banbridge and Craigavon Borough Council’s annual Performance Improvement Plan is achieving our Vision to be..... **‘a healthy, happy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning’**. The Council is characterised by our core values which defines and underpin the delivery of our Corporate Plan and guides everything we do.....we are forward thinking, ambitious, organisation, aiming for gold star status, with a positive culture that provides the ABC experience ..... Serve Passionately, Engage Positively, Deliver Consistently..... because we Care.

The Council has put in place a performance improvement process which, through the Performance Improvement Plan will drive and provide assurance that we are delivering on our vision to the benefit of all.

### 3.0 Identifying Performance Improvement Objectives 2018-2019

Our **Performance Improvement Objectives** for 2018-2019 have been developed and informed by:

- the Programme for Government 2016-2021,
- the Borough Community Plan 'Connected' 2017-2030,
- the Council Draft Corporate Plan 2018-2023,
- other regional strategies,
- actions contained within departmental business plans,
- information on how Council services are performing,
- feedback from the Northern Ireland Audit Office,
- the Self- Assessment Report for 2016/17 as published September 2017.

Performance data has been captured and collated to contribute to our 2018-2019 Performance Improvement Plan. We plan to develop and utilise a new performance management software system which will help us to identify and capture relevant information that supports this plan and assists in demonstrating continuous improvement.

In identifying Performance Improvement Objectives for 2018-2019, it was recognised that these should enhance our core business being planned and delivered in the 2018-2019 year through the work set out in our departmental business plans.

Statutory performance indicators and standards are set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015. All the statutory indicators have been included within the four performance improvement objectives.

Table 1 sets out this year's Performance Improvement Plan objectives and their alignment to the Programme for Government, Borough Community Plan and our corporate commitments outlined in the new draft Council Corporate Plan 2018-2023.

Table 1: Alignment of Programme for Government Outcomes, Borough Community Plan, Council Draft Corporate Plan and Performance Improvement Objectives 2018-2019

Programme for Government 2016 - 2021	'Connected' Borough Community Plan 2017 – 2030		Council Draft Corporate Plan 2018 – 2023	Performance Improvement 2018 - 2019
Outcomes	Theme	Long Term Outcomes	Our Commitments	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.	<ul style="list-style-type: none"> <li>• Work with Partners to reduce health inequalities;</li> <li>• Provide a range of quality opportunities for everyone to be active and healthy</li> <li>• Health Protection and Safety</li> </ul>	1. Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through partnership working and increased participation.
We have created a place where people want to live and work, to visit and invest	Welcoming Community	Our Borough is a safe respectful and peaceful environment.	<ul style="list-style-type: none"> <li>• Empower communities to respect each other, build relationships, grow together;</li> <li>• Shape and design places that value diversity;</li> <li>• Include everyone in community life.</li> </ul>	
<p>We care for others and we help those in need</p> <p>We are a confident, welcoming, outward-looking society</p>	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.	<ul style="list-style-type: none"> <li>• Empower communities to contribute to decisions;</li> <li>• Community activities and events;</li> <li>• Safe, accessible and welcoming facilities.</li> </ul>	
<p>We prosper through a strong, competitive, regionally balanced economy</p> <p>We have more people working in better jobs</p>	Skilled Economy	People are better equipped to take full advantage of the opportunities provided by our dynamic economy.	<ul style="list-style-type: none"> <li>• Employability skills and training</li> <li>• Apprenticeships, work experience, volunteering;</li> <li>• Up to date skills and learning.</li> </ul>	2. To improve economic growth across the Borough.
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.	<ul style="list-style-type: none"> <li>• Business Start- up and growth;</li> <li>• Efficient connections</li> <li>• Provide information, services and programmes</li> </ul>	

Programme for Government 2016 - 2021	'Connected' Borough Community Plan 2017 – 2030		Council Draft Corporate Plan 2018 – 2023	Performance Improvement 2018 - 2019
Outcomes	Theme	Long Term Outcomes	Our Commitments	Objectives
We live and work sustainably - protecting the environment	Enhanced Place	People are making positive lifestyle choices. They are more resilient and better equipped to cope with life's challenges.	<ul style="list-style-type: none"> <li>• Increased understanding and respect of environment;</li> <li>• Protect, enhance and expand our assets in sustainable way</li> <li>• Promote civic pride and access to our local places.</li> </ul>	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 Borough is a safe respectful and peaceful environment.	<ul style="list-style-type: none"> <li>• Tackle physical and social deprivation;</li> <li>• Secure investment in infrastructure and connectivity;</li> <li>• Attractive, healthier, safer, cleaner neighbourhoods</li> </ul>	
We are an innovative, creative society where people can fulfil their potential	Creative Place	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.	<ul style="list-style-type: none"> <li>• Seek investment to preserve uniqueness of our heritage;</li> <li>• Participation in arts and culture;</li> <li>• Improve accessibility to creative experiences</li> </ul>	
<p>We connect people and opportunities through our infrastructure.</p> <p>We have a more equal Society</p> <p>We are a shared society that respects diversity.</p> <p>We give our children and young people the best start in life.</p> <p>We have high quality public services.</p> <p>We live and work sustainably – protecting the environment.</p>	Cross Cutting – Connectivity; Equality and Sustainability	To ensure that these cross cutting themes are integral to everything we will deliver within our Corporate Plan.	<ul style="list-style-type: none"> <li>• Take a one council approach with clear, robust and accountable processes.</li> <li>• Staff and elected members promote and role model the values and ambition of the organisation.</li> <li>• Increased customer satisfaction with Council services.</li> </ul>	4. Increase customer satisfaction and accessibility to Council services.

## 4.0 Performance Improvement Objectives 2018-2019

Our four **Performance Improvement Objectives** for 2018-2019 are:

1. Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through partnership working and increased participation.
2. Improve economic growth across the Borough.
3. Develop 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.

## Performance Improvement Objective 1

PROVIDE AND PROMOTE MORE OPPORTUNITIES FOR PEOPLE TO IMPROVE THEIR PHYSICAL, MENTAL AND SOCIAL WELLBEING THROUGH PARTNERSHIP WORKING AND 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: COMMUNITY

CONFIDENT	HEALTHY	WELCOMING
<ul style="list-style-type: none"> <li>• Empower communities to contribute to decisions;</li> <li>• Community activities and events;</li> <li>• Safe, accessible and welcoming facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners to reduce inequalities in health;</li> <li>• Provide a range of quality opportunities for everyone to be active and healthy</li> <li>• Health protection and Safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Empower communities to respect each other, build relationships, grow together;</li> <li>• Shape and design places that value diversity.</li> <li>• Include everyone in community life</li> </ul>

**Lead Departments:** Health and Recreation; Community Development; Environmental Health; Environmental Services. Whilst there are lead Departments identified, there is a cross departmental collaborative, one Council approach to setting and achieving each objective.

### Why did we choose this objective?

- Through our services, range of facilities, access to funding and with our partners we are committed to building a confident and healthy community. 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 and social 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 developing 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. We will provide a range of health improvement and social related activities and facilities to enable positive lifestyle choices for everyone.
- 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. Across the Borough there are differences in the community infrastructure as well as service provision. Better partnership working and sharing of resources would help more people to participate. We will continue partner with Community and Voluntary sectors to add value and increase the range of opportunities for people to engage in community life.
- In order to improve quality of life we will work in partnership with community & voluntary organisation and other statutory bodies to tackle poverty, deprivation and anti-social behaviour as well as improving community relations across urban and rural areas. We understand our residents' concerns about crime, antisocial behaviour and social isolation. Through the Policing and Community Safety Partnership and Good Relations Team we will continue to find ways to improve public safety and reduce crime and disorder.

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

- Deliver health programmes within communities and groups experiencing the worst outcomes in health.
- Deliver a public awareness raising programme on a range of key health and wellbeing issues.
- Support volunteering opportunities to increase individuals' confidence, build capacity and benefit the local community.
- Increase the use of our open spaces by delivering a range of activities and events offerings to improve health and social wellbeing.
- Deliver training and learning programmes to help develop our local community.
- Increase participation in community centres / town halls / arts venue based activities leading to greater community connections.
- Deliver the culture and arts strategy.
- Work in partnership with Community & Voluntary Organisations and key statutory bodies to help tackle interagency issues and improve community relations across Urban & Rural areas.
- Increase opportunities for people to participate in physical activities:
  1. make membership of indoor leisure more affordable and attractive to target demographics.
  2. 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. develop a four season approach to outdoor leisure allowing individuals and groups to participate in activities all year round.

## How will we measure progress?

- Number of health programmes delivered.
- Number of key health and wellbeing issues included in the public awareness raising programme.
- Further develop the Health and Recreation website.
- Number of volunteer hours.
- Number of training and learning programmes delivered.
- Community Centres 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.
- Number of users of Council Arts, Culture and Heritage venues (applies also to objective 2 and 3)
- Number of participants in Arts, Culture and Heritage programmes.
- % Arts, Culture and Heritage participation and attendance (applies also to objective 3)

## What improvement can residents, businesses or visitors expect?

- Those who experience the worst outcomes in health are more aware of the importance of physical, mental and social wellbeing.
- Increase in participation levels as a result of a more targeted and wider scope of services on offer.
- Contribution towards the Borough's long term outcomes as identified within 'Connected' – our Community plan these outcomes will be measured throughout the lifetime of the Community Plan 2017-2030.

### Performance improvement aspects:

Strategic Effectiveness, Service Quality, Service Availability, Fairness, Innovation provision across the Borough.

## 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: ECONOMY

ENTERPRISING	SKILLS	TOURISM
<ul style="list-style-type: none"> <li>• Business Start- up and growth;</li> <li>• Efficient connections</li> <li>• Provide information, services and programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Employability skills and training;</li> <li>• Apprenticeships, work experience, volunteering;</li> <li>• Up to date skills and learning.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding visitors;</li> <li>• Unique visitor proposition and brand;</li> <li>• Quality visitor experiences through places, accommodation &amp; attractions.</li> </ul>

**Lead Departments:** Economic Development; Regeneration; Tourism, Arts and Culture; Planning. Whilst there are lead Departments identified, there is a cross departmental collaborative, one council approach to setting and achieving each objective.

#### Why did we choose this objective?

- The Borough benefits from its centralised location, supported by good road and rail networks. With 210,300 residents and over 8,275 businesses, the borough boasts a total employee workforce of 75,100, and has a vibrant growing economic sector with some notable large employers. We have a higher proportion of jobs in manufacturing (15%) than Northern Ireland as a whole and at 1.9%, a lower rate of people claiming unemployment related benefits. However, employee wages are lower for those employees who work in the borough than for Northern Ireland as a whole. 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 Northern Ireland 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. We will play our part in supporting people to find work. We will provide support to local projects such as Job Fairs, Business Education Partnership and businesses, helping participants make informed decisions about their future learning, their future employment and entrepreneurial opportunities.
- 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, employers tell us that there is a lack of skills for specific sectors which we are extremely keen to help address. This is more than just connecting local people to jobs, it is also about promoting the positive contribution that employment can make to people's lives, improving their opportunities and life choices.
- In 2016, we attracted 145,000 overnight trips, equating to £26m visitor spend. There is still room to improve and we have ambitious plans to become a destination of choice. We are committed to stimulating tourism throughout the borough, by providing memorable and unique visitor experiences. 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 Northern Ireland and beyond.

- 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, support skills development to enable business growth and tackle the poor physical and broadband connectivity in rural areas. Our local development plan is key to the delivery of long term outcomes for the borough, it helps set the conditions and planning framework to allow inward investment and economic growth, to facilitate new homes to meet the needs of the growing population and it shapes places to make them safe, attractive and desirable environments, whilst protecting the very assets that make our Borough unique.

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

- Continue to support economic growth through the business start-up and business growth programmes.
- Promote the Borough as open for business to external markets through continued partnership working locally, regionally, nationally and internationally.
- Ensure a sustainable economy through progressing the development of high quality infrastructure and supporting inclusive growth.
- In partnership maintain, attract and develop a skilled workforce that meets the needs of our businesses and our residents.
- 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 new Social Enterprise start-ups.
- Number of existing Social enterprises supported.
- Number of existing SMEs in key growth sectors supported through business mentoring.
- Number of external business connections progressed (will also apply to objective 3).
- Progression of business infrastructure development opportunities.
- Implementation of an employability and skills forum and strategy.
- Number of new rural jobs created.
- Number of rural businesses increasing their export market.
- Number of users of Council Arts, Culture and Heritage venues (will also apply to objective 1 and 3).
- Promote Three themed tourism packages to 300 buyers on a one to one basis to an international tourism audience.
- Deliver three Council led signature events.
- \*Major planning applications processed within an average of 30 weeks.
- \*Local planning applications processed within an average of 15 weeks
- Advance the Local Development Plan (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:**

Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Innovation provision across the Borough

## Performance Improvement Objective 3

TO DEVELOP 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: PLACE

ENHANCED	CREATIVE	REVITALISED
<ul style="list-style-type: none"> <li>• Increased understanding and respect of environment;</li> <li>• Develop and enhance our assets in sustainable way;</li> <li>• Promote civic pride and access to our local places.</li> </ul>	<ul style="list-style-type: none"> <li>• Seek investment to preserve uniqueness of our heritage;</li> <li>• Participation in arts and culture;</li> <li>• Improve accessibility to creative experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Tackle physical and social deprivation;</li> <li>• Secure investment in infrastructure and connectivity;</li> <li>• Attractive, healthier, safer, cleaner neighbourhoods.</li> </ul>

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

Whilst there are lead Departments identified, there is a cross departmental collaborative, one council approach to setting and achieving each objective.

### Why did we choose this objective?

- We recognise that the uniqueness and diversity of our landscape and built infrastructure is one of our greatest assets. Therefore, it is our aspiration that each urban and rural area is developed and promoted, so that the Borough's full potential as a vibrant place for living, working, visiting and investing can be achieved. We will place a focus on the heritage, both built and cultural ensuring heritage assets are conserved for future generations.
- Our Borough is the place where we as individuals have chosen to live, to have family life, to go to school, to work, to invest, to play, and to shop. We want people to live in well-designed, sustainable and connected communities, benefiting from accessible services and amenities. 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 need to meet the changing demands for our current population and needs of future generations and ensure that our Borough, our city, town centres and villages, remains at the heart of community and economic life. Community planning stakeholder engagement highlighted a number of issues facing independent traders such as vacancy rates, attractiveness of town and village centres etc. Through our Public Realm, Townscape Heritage Initiatives and capital investment programmes, the appearance of our city, towns, villages and rural areas have been and will continue to be enhanced –making people feel good when they visit, shop, work or live here.
- 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, 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

planning engagement highlighted the need to overcome barriers to engagement and recognise the benefits of arts participation to quality of life. We will continue to develop programmes that encourage residents to use our venues ensuring they are accessible to all.

- 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 development and promotion 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. We will work to ensure our neighbourhoods are kept clean, bins are lifted, health and safety standards are adhered to making our areas more attractive, healthier, safer and cleaner. This means more people will want to live or visit here. Businesses will be more likely to invest, or set up; improving the economy and creating jobs

### **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, town centre development, public realm / environmental improvement schemes and the 'Meanwhile Spaces' project.
- Focus on heritage led regeneration in urban and rural areas.
- Deliver the Evening Economy Strategy across the Borough.
- Implement key actions from the Council Waste Management Strategy including the 'Food Waste from Landfill' campaign and develop route optimisation across the Council.
- Implement key actions from the Council's Clean Neighbourhoods Plan.
- Develop and promote excellence in green spaces across the Borough.
- Implement the Council's enforcement policies and procedures.
- Work in partnership with local businesses and organisations to maintain 'Fairtrade Borough' status accreditation.
- Develop and promote a range of arts and cultural activities.
- Deliver a rural digital connectivity pilot project (will also apply to objective 2)
- 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, Community & Voluntary Organisations and retailers in our city, towns and villages 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.
- \*70% of all planning enforcement cases to be processed within 39 weeks of receipt of complaint.
- 'Fairtrade Borough' accreditation maintained.
- Number of users of Council Arts, Culture and Heritage venues (applies also to objective 1 and 2)
- Number of participants in Arts, Culture and Heritage programmes.
- % Arts, Culture and Heritage participation and attendance (applies also to objective 1)
- Number of external business connections progressed. (will also apply to objective 2).

- Number of rural residents and or businesses benefiting from increased internet speeds through the delivery of a rural digital connectivity pilot project.
- Advance the Local Development Plan (will also apply to objective 2).

*\*Relates to statutory indicators/standards - 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 / improved appearance of shops and buildings in our city, towns and village centres.
- Improved appearance of our historic buildings.
- 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 provision across the Borough



## Performance Improvement Objective 4

### INCREASE CUSTOMER SATISFACTION AND ACCESSIBILITY TO CUSTOMER SERVICE.

#### Link to 'Connected' The Borough's Community Plan 2017-2030 Strategic 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: COMMITED COUNCIL

COMMITMENT	COMMITMENT	COMMITMENT
Take a one council approach with clear, robust and accountable processes.	Staff and elected members are ambassadors, promoting the values and ambition of the organisation.	Increased customer satisfaction with Council services.

**Lead Departments:** All Departments are responsible for delivery of this objective. However, the cross departmental Customer Care Project Team take a lead role in delivering the Customer Care Strategy and overseeing the implementation of an associated Customer Care Action Plan.

#### Why did we choose this objective?

- Customer service has been identified as one of our critical priorities in developing our Council services. We will build our capability through positive culture and leadership, transformation, communication and valuing and investing in our staff. Customer service 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. We will continue to communicate the work Council delivers to our customers through its initiatives and services in a wide variety of ways. Making sure correct, up to date and relevant Council information is made available to the people of the Borough and to Council staff. We will be a Council that is easy to do business with.

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

The Year 2 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 2018-2019 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:

- Establish baseline customer satisfaction levels by undertaking consultation with customers and service users, using a range of methods.
- Continue to deliver customer care workshops to staff.
- Continue to deliver equality and disability training to staff.
- Implement our customer complaints procedure supported by appropriate software.
- Develop a customer care charter.

- Develop and use technology to improve access to services e.g. online reporting and development of new websites.
- Use baseline information from staff surveys to prepare an action plan to embed customer care across the organisation

### **How will we measure progress?**

- Customer satisfaction levels, identified through surveys and monitoring of feedback to establish baseline information.
- Staff satisfaction surveys.
- Corporate complaints procedure implemented.
- Number of services available on-line.
- Number of on-line business/service transactions.
- Number of staff attending customer care workshops.
- Number of sessions on equality and disability training to staff.
- Customer care charter developed and implemented.
- Implementation of Customer Care Action Plan.
- Development of a staff appraisal system to confirm customer care behaviours.
- Implementation of a consultation hub.

### **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 provision across the Borough.

## 5.0 Consultation

As mentioned the 2018-2019 Performance Improvement Objectives contained within this plan have been aligned to the Borough's Community Plan and our new corporate plan. Community engagement exercises undertaken to develop the Boroughs Community Plan and the subsequent consultation on the Community Plan together with the recent consultation on the new corporate plan are considered extremely relevant to the overall consultation deemed necessary to inform this Performance Improvement Plan.

Performance Improvement Objectives for 2018-19 were drafted in consultation with 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; consultation hub via the Council website, hard copies available in the three main Council buildings, Council intranet and staff newsletter, email distribution lists, newspaper advertisements and letter invitations. Consultation responses received have been taken into consideration and consultation responses were received, these were reviewed and following consideration some minor changes were made to the draft performance improvement these were also communicated to the relevant Departments. Additional reminders were published during the period of consultation, through issuing a press release to local newspapers and using the Council Facebook and Twitter accounts.

Our Performance Improvement Plan containing Improvement Objectives for 2018-2019 will be published on the Council website [armaghbanbridgecraigavon.gov.uk](http://armaghbanbridgecraigavon.gov.uk) as soon as is practical in line with statutory requirements.

## 6.0 Performance Reporting

A mid-year report (covering the period April 2018-September 2018) on progress against the current year's performance improvement objectives will be presented to the Performance and Audit Committee, this provides details of our performance year to date, detailing how well we met our improvement objectives and performed against the statutory indicators/standards. In terms of this assessment, where possible, we will look at how performance compares with previous years and with other councils.

We will publish a retrospective annual self-assessment report setting out details of how we have performed against our 2017-2018 Performance Improvement Plan including the statutory performance indicators and standards for Planning, Waste and Economic Development and the self-imposed performance indicators 2017-2018. The statutory date for publication of the annual self-assessment report is 30 September 2020. This publication is our 'forward-looking' Performance Improvement Plan for the year 2018-2019 that fulfils, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014.

## 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:

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

**Telephone:** **0300 0300 900**

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

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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