



Performance Improvement Plan

2019-2020



Armagh City
Banbridge
& Craigavon
Borough Council

armaghbanbridgecraigavon.gov.uk

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Foreword

This is Armagh City, Banbridge and Craigavon Borough Council's Performance Improvement Plan for 2019 - 2020. As a result of public consultation, the following five Performance Improvement Objectives have been identified for the year ahead:

01	We will support businesses to improve economic growth across the borough
02	We will improve the physical appearance and maintain above average levels of cleanliness for our urban and rural areas.
03	We will improve our methods of obtaining customer feedback and increase the numbers of service areas with baseline satisfaction levels
04	We will implement Building Control and Planning Service Improvement Plans.
05	We will increase participation in Council led health, cultural and social activities, that seek to protect and improve physical and emotional wellbeing.

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, Armagh City Banbridge & Craigavon Borough Council

Date: 28 June 2019

Essentially, improvement is about making things better, with continuous improvement focusing on ensuring sustainable, ongoing improvements to the way we as a council work and deliver our services.

In this document, we are pleased to present our Performance Improvement Objectives for 2019-2020 in line with our statutory duty under the Local Government Act 2014 to publish an annual improvement plan.

During 2018, work began on our draft Performance Improvement Objectives for 2019-2020. We are very mindful that in drafting our Performance Improvement Objectives for 2019-2020, these should be very closely aligned to what citizens told us during the Community Planning and Corporate Planning process.

All Council departments were tasked with gathering information on known areas for improvement. They were asked to look at recommendations from service reviews undertaken, and take on board any self-analysis or assessment information from relevant reports that provided key information.

This process allowed us to identify **five Draft Performance Improvement Objectives** for 2019/2020 prior to a period of public consultation.



We will support businesses to improve economic growth across the borough.

We will improve the physical appearance and maintain above average levels of cleanliness for our urban and rural areas

We will improve our methods of obtaining customer feedback and increase the numbers of service areas with baseline satisfaction levels.

We will implement recommendations from Building Control and Planning Service Reviews.

We will increase participation in Council led health, cultural and social activities



Identification

Since the latter part of 2018, work has been on-going across Council departments on developing our Performance Improvement Objectives, and demonstrating how these fit within the context of our departmental business planning process.

A cross-departmental group, specifically concentrating on the development of our Performance Improvement Objectives (PIOs) for 2019-2020, held a workshop and were tasked with:

- Ensuring discussions within their departments to identify areas for service improvements.
- Identifying examples of ‘functions’ that departments want to improve - including any service review recommendations and incorporating these into performance objectives.
- Considering the wording of potential Performance Improvements Objectives for 2019-2020.

The workshop provided an overview of the influencers and how our PIOs should be aligned to those, namely:

- Our Community Plan
- Our Strategic Planning process, including Departmental Business Plans
- Relevant regional and local strategies and action plans, including Priority Projects such as; the Investment and Growth Agenda, Town Centre Development, Clean Neighbourhoods and Customer Care.
- NIAO Audit feedback for the previous year
- Regional Performance Multi-Stakeholder Working Group Guidance (December 2018)

As a result, the PIOs correspond directly with Council’s priorities and corporate commitments, and have been selected on the basis of self-analysis. This document outlines in detail, each of the 5 Performance Improvement Objectives for 2019-2020.

Statutory Performance Indicators and Standards are set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 and are included within this Performance Improvement Plan. (See Appendix 1).

The timeline overleaf provides an overview of the process for the development of Council’s Performance Improvement Plan, from drafting our Performance Improvement Objectives, through to consultation, delivery, monitoring and reporting arrangements.



Timeline

For the Development of the Performance Improvement Plan 2019/20.

2018	SEPTEMBER - NOVEMBER	<ul style="list-style-type: none"> Initial planning for draft Performance Improvement Objectives 	
	DECEMBER	<ul style="list-style-type: none"> Cross Departmental Staff Workshop on Performance Improvement Objective planning Departmental Business Planning Process 	
2019	JANUARY	<ul style="list-style-type: none"> Ongoing cross-departmental engagement in development of the Performance Improvement Plan for 2019/20 in line with Departmental business planning process across council. 	
	FEBRUARY	<ul style="list-style-type: none"> Council Strikes the Rate Present Executive Management Team (EMT) Draft Improvement Objectives for public consultation Working draft of Performance Improvement Objectives reported to Council 	
	MARCH - APRIL	<ul style="list-style-type: none"> 8-week consultation on Draft Improvement Objectives 28 March – 23 May Customer, Resident and Employee engagement through various media 	
	MAY	<ul style="list-style-type: none"> Election of new Council Consultation responses collated and summary report presented to EMT Papers Issued to Committee 	
	JUNE	<ul style="list-style-type: none"> Draft Performance Improvement Plan 2019/20 reported to EMT and Full Council Performance Improvement Plan 2019/20 published on Council's website by 30 June 2019 Annual reports to Strategic Directors and Service Committees on 2018/19 Departmental Business Plans Preparation of Annual Performance Self-Assessment Report for 2018/19 	
	JULY - AUGUST	<ul style="list-style-type: none"> NI Audit Office audit fieldwork Preparation of Council's Performance Self-Assessment Report for 2018-2019 	
	SEPTEMBER	<ul style="list-style-type: none"> Annual Performance Self-Assessment Report for 2018-2019 presented to EMT, Performance and Audit Committee and Full Council, ahead of publication by 30 September 2019 	
	OCTOBER - DECEMBER	<ul style="list-style-type: none"> 6 monthly progress update on Departmental Business Plans to Service Committees Mid Year Progress Report on 2019-2020 Performance Improvement Plan presented to Performance and Audit Committee Staff consultation workshops to identify Performance Improvement Objectives for 2020/21 Departmental Business Planning Process ongoing for 2020/21 	
	2020	JANUARY - FEBRUARY	<ul style="list-style-type: none"> Council strikes the rate Ongoing cross-departmental engagement in development of the Performance Improvement Plan for 2020/21 in line with Departmental business planning process across council.
		MARCH - JUNE	<ul style="list-style-type: none"> Public Consultation process to agree Performance Improvement Objectives for 2020/21 Final EMT and Full Council approval for Performance Improvement Plan 2020/21 to be published by 30 June Annual reports to Strategic Directors and Service Committees on 2019/20 Departmental Business Plans Preparation of Annual Performance Self-Assessment Report for 2019/20



Consultation

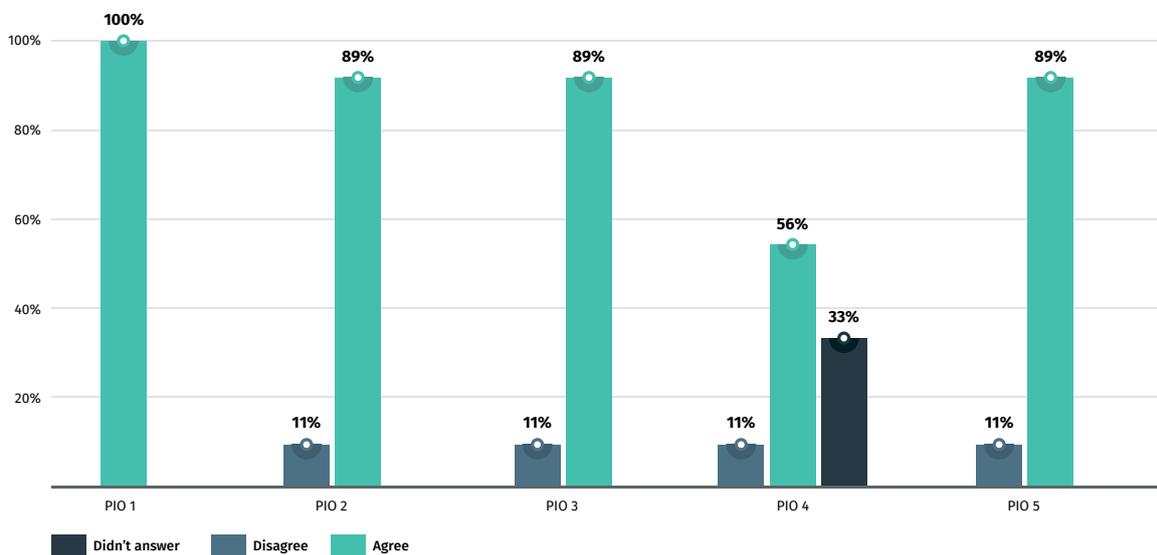
In drafting our Performance Improvement Objectives 2019-2020 we have drawn from the significant consultation and engagement process used in the development of both our Community Plan 'Connected' 2017-2030 and in development of our Corporate Plan 2018-2023.

This work has helped to inform the identification of the improvement objectives. We have previously outlined the internal consultation within Council that took place during 2018 with Senior Management and Council officers from across all four directorates, exploring potential areas for improvement.

In addition, we undertook the necessary public consultation exercise from 28 March - 23 May 2019. We used local newspapers, social media, postal campaigns, email and intranet promotion, and made hard copies of the consultation papers available in each of the three main Council civic buildings in Armagh, Banbridge and Craigavon.

The response rate to this year’s consultation shows a three-fold increase on last year. Consultees were in agreement with each of the proposed improvement objectives with the level of agreement ranging from 100% to 56% as per Diagram 1 below.

% Of Consultation Responses In Agreement With Proposed 2019/20 Performance Improvement Objectives (PIOs)



An analysis of the responses and feedback provided has been carried out, and has provided assurances that our proposed Improvement Objectives for 2019-2020 are appropriate. Comments and feedback have been summarised and forwarded to relevant departments for consideration in line with their Departmental Business and Action Plans.



Performance Improvement Objectives 2019-2020

This section of the document outlines in detail, each of the five Performance Improvement Objectives.

Council has chosen its Performance Improvement Objectives for 2019-2020, as a result of extensive cross departmental collaboration and public consultation. We have highlighted how each Performance Improvement Objective links to 'Connected' - the Borough Community Plan, and how it aligns to the themes and commitments of the Council's Corporate Plan 2018-2023.

A rationale has been provided as to why each objective has been chosen, as well as:

- **What we will do to achieve it** **Our Actions**
- **How we will measure it** **Our Performance Indicators**
- **What success will look like?** **Our Targets**

OUR PERFORMANCE IMPROVEMENT OBJECTIVES	WHAT WE WILL DO AS A COUNCIL (ACTIONS)
<p>1. We will support businesses to improve economic growth across the borough</p>	<ul style="list-style-type: none"> • Promote and facilitate new business start-ups by delivering the Go For It business start-up programme.¹ • Support the growth efforts of our indigenous Small Medium Enterprises (SMEs), micro enterprises and social enterprises, by delivering a range of council led support and training programmes • Via SOAR Rural Development Programme, enable rural businesses to access funding to assist businesses to grow and diversify into new export markets. • Deliver a range of initiatives to enhance and support regulatory compliance
<p>2. We will improve the physical appearance and maintain above average levels of cleanliness for our urban and rural areas</p>	<ul style="list-style-type: none"> • Implement the Clean Neighbourhoods Action Plan: borough wide grass cutting schedule and cleansing model • Establish baseline customer satisfaction levels for cleanliness, through customer survey • Implement Town Centre Taskforce Action Plan
<p>3. We will improve our methods of obtaining customer feedback and increase the numbers of departments with baseline satisfaction levels</p>	<ul style="list-style-type: none"> • Develop internal guidance for departments on methods to obtain customer feedback • Provide training on guidance for all departments • Develop and agree a plan for departments to obtain customer satisfaction information • Maximise use of Council's Consultation Hub
<p>4. We will implement recommendations from Planning and Building Control Service Reviews</p>	<ul style="list-style-type: none"> • Implement short term (6mths) and medium term (12mths) recommendations from the Building Control Service Review • Develop and implement administration model for Building Control • Planning Department to appoint an Action Plan Implementation Manager • Implement recommendations from the Planning Service Review
<p>5. We will increase participation in Council led health, cultural and social activities</p>	<ul style="list-style-type: none"> • Continue to deliver, develop and promote leisure and recreation activities and health improvement programmes • Provide and support a range of cultural and social activities

¹ The number of jobs promoted through business start-up activity, specified as a statutory indicator under The Local Government (Performance Indicators and Standards) Order (NI) 2015.



Improvement Objective 1

We will support businesses to improve economic growth across the Borough.

COMMUNITY PLAN THEME:	CORPORATE PLAN THEME & COMMITMENT:
ECONOMY/COMMUNITY	ENTERPRISING ECONOMY/HEALTHY COMMUNITY

Economy

- Foster an entrepreneurial culture leading to business start-up and growth.
- Provide information, services and programmes to promote and sustain business and build strong thriving economy.

Healthy Community

- Ensure that high standards of health protection and safety are met across the borough.

Lead Departments

ECONOMIC DEVELOPMENT

Whilst a lead Department has been identified, there is a cross-departmental collaborative, one council approach to setting and achieving this objective and as such a number of departments have a role to play.

Why did we choose this objective?

Council has highlighted the economy as a key priority within its Corporate Plan and it features as a very strong priority in the Borough's Community Plan. A thriving local economy is key to creating employment opportunities and offering a variety of valued services, and increased quality of life to our residents and visitors. The Council is acutely aware at this time of the external environment, in particular, uncertainty over the potential impact of Brexit and the lack of an Executive, and therefore has prioritised business support to protect and sustain the local economy.

During 2018/19, 217 jobs have been created through Council's 'Go for It' programme, formerly the Business Start Programme, with Council exceeding the statutory target of 165 jobs. Council has also established a stakeholder led Employability and Skills Forum, and launched a Life and Health Sciences Strategy and a Business Networking Series Programme. In 2019-2020 further initiatives such as the 'Win More Business' programme will be offered to support increased entrepreneurial and job creation rates across the Borough. Council will continue to offer and provide support to the Borough's diverse business base including start-ups, priority growth sectors, tourism, social enterprises and rural businesses.

In the context of continuous change and current uncertainty, the Council's Evening Economy Strategy and action plan looks at the importance of the evening economy to the wider regeneration of the urban centres. Council see the evening economy as an area of growth and how it can enhance urban centres, helping to create stimulating destinations,

which are safe, secure environments with a vibrant choice and rich mix of entertainment and activity.

As part of our SOAR Programme, the Rural Business Investment Scheme plans to support rural businesses with exporting potential growth, and create new value added jobs for Northern Ireland. A series of funding workshops were held in early 2019 for those applicants hoping to apply for funding to assist them with development opportunities.

In addition to Council's support to business in terms of job promotion and creation, our Environmental Health Department provides crucial support to businesses with guidance on regulatory requirements.

As a result, the Performance Improvement Objective to **support businesses to improve economic growth across the borough** has been chosen and will be monitored for improvement during 2019/20.

OUR ACTIONS

What we will do to achieve this objective?

Promote & facilitate new business

start-ups by delivering the 'Go For It' business start-up programme.



Support the growth efforts

of our indigenous Small Medium Enterprises (SMEs), micro enterprises and social enterprises, by delivering a range of Council led support and training programmes



Enable rural businesses

Via the SOAR Rural Development Programme, enable rural businesses to access funding to assist businesses to grow and diversify



Delivery of a range of initiatives for businesses to **enhance & support regulatory compliance**

OUR PERFORMANCE INDICATORS

How do we measure progress?

The number of :

- Jobs promoted through business start-up activity Go For It Programme²
- Businesses participating in council led programmes
- New rural jobs created through the SOAR Rural Development Programme
- The number of Environmental Health initiatives delivered



² The number of jobs promoted through business start-up activity, specified as a statutory indicator under The Local Government (Performance Indicators and Standards) Order (NI) 2015.

OUR TARGETS

We will have succeeded if...

We have created...

182

new jobs

through the Go For It, business start up programme

348
businesses

will have participated on Council led programmes.



25

new rural jobs

through the SOAR Rural Development Programme.



10

interventions

have been delivered for businesses to enhance & support regulatory compliance

PERFORMANCE IMPROVEMENT ASPECTS

This objective relates to the following aspects of improvement:



Strategic Effectiveness



Innovation



Service Quality



Service Availability



Improvement Objective 2

We will improve the physical appearance, and maintain above average levels of cleanliness, for our urban and rural areas.

COMMUNITY PLAN THEME:	CORPORATE PLAN THEME & COMMITMENT:
COMMUNITY/PLACE	ENHANCED PLACE/WELCOMING COMMUNITY

Community

- Shape and design places that value diversity and are welcoming, safe and accessible for all.

Place

- Increase community understanding and enjoyment of natural and built environment
- Ensure our neighbourhoods are more attractive, healthier, safer and cleaner.

Lead Departments

ENVIRONMENTAL SERVICES / REGENERATION

Whilst there are lead Departments identified, there is a cross-departmental collaborative, one council approach to setting and achieving this objective and as such a number of Departments have a role to play.

Why did we choose this objective?

Ensuring that the urban and rural areas of the Borough for which Council is responsible are well maintained, is fundamental if we are to fulfil our corporate commitment to ensure our neighbourhoods are more attractive, healthier, safer and cleaner. Whilst as a Council we are performing extremely well in terms of the statutory recycling rates, we still face increasing challenges in relation to cleanliness impacted by graffiti, dog fouling and littering.

These issues are areas of concern that our Elected Members continue to raise on behalf of constituents and to that end, Clean Neighbourhoods has been identified as one of Councils priority projects within our Corporate Plan 2018-2023. Council recognises the importance of continuing to maintain high levels of cleanliness; however, this has to be set against the backdrop of financial constraints. In the coming year, we intend to conduct a door-to-door residents survey to around 14,000 homes in the Borough seeking feedback on street cleaning, clean neighbourhoods and recycling & refuse collection. This will allow us to continue to assess satisfaction with cleanliness of the Borough, listen, and respond to new ideas. Council will also continue to support and utilise the services of Keep Northern Ireland Beautiful (KNIB) including their annual survey to help inform and improve the cleanliness of the Borough. We also recognise the importance of improving the physical appearance and attractiveness of our urban areas to support for our City and town centre businesses.

During 2018-2019, Council officers, politicians, the Chamber of Commerce and trade groups held discussions on the future development and sustainability of the towns and urban centres due

to the very obvious and widespread national issues currently facing town and city centre businesses. Our retail sector is constantly evolving and adapting in response to consumer and lifestyle trends and other market influences. Such trends and influences will continue to transform traditional high streets and our town centres. It is vital that our centres retain a diverse mix of uses, with an offering that is desirable, attractive and inclusive to everyone.

Vacancy rates is considered as one of the indicators of how healthy a town centre is. The following outlines the six main City/Town Centres vacancy rates; Armagh City Centre 22.9%, Banbridge Town Centre 20.1%, Central Craigavon 5.9%, Dromore 28.0%, Lurgan Town Centre 26.0% and Portadown Town Centre 25.7%. The average vacancy rate is 23.4% across the six centres, the NI average is 25.0%. (Apr 2019 Town Centre Vacancy Rates- Department for Communities Town Centre Database).

It was recognised that each of our towns are facing different challenges and a tailored form of intervention will be required for each. A partnership approach via the newly established Town Centre Taskforce has been proposed to implement a range of targeted actions focused on town centre development and regeneration. This may include a maintenance programme to incorporate trees, flowers, lighting, street furniture. Shrouding and screening of derelict properties and sites where alternative approaches have been exhausted is being explored.

As such, the Performance Improvement Objective to **improve the physical appearance and maintain above average levels of cleanliness for our urban and rural areas** has been chosen and will be monitored for improvement during 2019 - 2020.

OUR ACTIONS

What we will do to achieve this objective?

Implement Clean Neighbourhoods Action Plan
Borough wide grass cutting schedule and a borough wide cleansing model

An illustration featuring a green lawnmower on the left and a row of five buildings of varying heights and styles on the right, all in a dark teal color.

 Establish baseline **customer satisfaction levels** for cleanliness through customer survey

The icon shows a dark teal silhouette of a person's head and shoulders, with a speech bubble above it containing three white stars on a dark teal background.

 **Implement Town Centre Taskforce Action Plan**

The icon shows a dark teal silhouette of a row of houses with gabled roofs and a chimney.

OUR PERFORMANCE INDICATORS

How do we measure progress?

- Levels of cleanliness as per Keep Northern Ireland Beautiful (KNIB) survey
- Number of high quality parks/green spaces those holding Green Flag Award status or similar maintained
- Customer satisfaction survey undertaken
- Number of property owners/retailers engaged in funding initiatives
- Number of actions implemented within relevant timescale from Town Centre Taskforce Action Plans



OUR TARGETS

We will have succeeded if...

 <p>Top Quartile Annual Keep Northern Ireland Beautiful National Benchmarking Report</p>	<p>10 Green Flag Awards maintained for 2019-2020</p> 	<p>customer satisfaction baseline information about the cleanliness of the Borough</p> 
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<p>50 property owners/retailers engaged in funded & partnership initiatives</p> 	<p>empty to occupied scheme is open for Stage 1 applications.</p> 	<p>2 gateway projects at design stage</p> 
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<p>4 vacant/derelict sites/ properties shrouded/ screened</p> 	<p>identified 2 potential new town centre businesses</p> 
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PERFORMANCE IMPROVEMENT ASPECTS

This objective relates to the following aspects of improvement:

 <p>Strategic Effectiveness</p>	 <p>Innovation</p>	 <p>Service Quality</p>	 <p>Service Availability</p>
 <p>Sustainability</p>			



Improvement Objective 3

We will improve our methods of obtaining customer feedback and increase the numbers of service areas with baseline satisfaction levels.

COMMUNITY PLAN CROSS CUTTING THEME:	CORPORATE PLAN THEME & COMMITMENT:
CONNECTIVITY	COMMITTED COUNCIL

Committed Council

- Take a one council approach with clear, robust and accountable processes
- Increased customer satisfaction with council services

Lead Department

PERFORMANCE AND AUDIT

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. In 2017, Council agreed a Customer Care Strategy and each year since have developed an associated action plan. 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.

It is our ambition to provide excellent services to everyone. It is essential therefore, that all service areas and departments receive customer feedback and have information on customer experiences so that we can use this information, within resources, to improve service delivery and ultimately increase customer satisfaction.

We are aware there are improvements to be made in terms of harmonisation across Departments on the range of methods to obtain customer feedback and promoting the use of our Consultation Hub.

Council has made a good start to building online consultations and surveys in its first year of use. During 2018, 43 consultations/surveys were created on our Consultation Hub. In the coming year, Council is keen to fully explore and further develop the use of the Consultation Hub.

If a customer has taken the time to provide feedback, then it is recognised that they should be told how that information has been used. This is why we want to further explore the use of the Councils online consultation Hub 'You said, We did' facility.

As a result, we have chosen **we will improve our methods of obtaining customer feedback and increase the numbers of departments with baseline satisfaction levels** as a Performance Improvement Objective and will monitor improvement during 2019 - 2020.

OUR ACTIONS

What we will do to achieve this objective?



Develop internal guidance for departments on methods to **obtain customer feedback**

Provide training on guidance for all Council departments



Develop and agree a plan for departments to obtain **customer satisfaction information**

Maximise use of **Council's Consultation Hub**



OUR PERFORMANCE INDICATORS

How do we measure progress?

- Internal guidance developed on methods to obtain customer feedback.
- The number of departments trained on guidance
- The number of departments with baseline customer satisfaction levels
- Guidance and training provided to all departments on the use of the "You said, We did" facility on the Council's Consultation Hub



OUR TARGETS

We will have succeeded if...

We have issued Internal guidance

on obtaining customer feedback
available for use by Autumn 2019



15

Departments

will have been trained on
methods to obtain customer feedback



At least 50%

of departments will have baseline
customer satisfaction information



“You said, We did”

facility on the Council
Consultation Hub is in
use by Autumn 2019

PERFORMANCE IMPROVEMENT ASPECTS

This objective relates to the following aspects of improvement:



**Strategic
Effectiveness**



**Service
Availability**



Service Quality



Fairness



Improvement Objective 4

We will implement recommendations from
Planning and Building Control Service Reviews.

COMMUNITY PLAN THEME:	CORPORATE PLAN THEME & COMMITMENT:
PLACE	ENHANCED/REVITALISED PLACE/COMMITTED COUNCIL

Enhanced

- Increase community understanding and enjoyment of the natural and built environment

Revitalised

- Secure investment in infrastructure and connectivity

Committed Council

- Take a one council approach
- Increased customer satisfaction

Lead Departments

PLANNING AND BUILDING CONTROL

Whilst there are lead Departments identified, there is a cross-departmental collaborative, one council approach to setting and achieving this objective and as such a number of corporate Departments may assist Planning and Building Control.

Why did we choose this objective?

Under the reform of Local Government in 2015, responsibility for Planning development, management and the Area Plan transferred to local government.

The Planning Department is responsible for delivering planning functions in the Borough on behalf of the Council. This involves making decisions on planning applications received, enforcing breaches of planning control, making Tree Preservation Orders, protecting and preserving the natural and built heritage and preparing a Local Development Plan (LDP) for the Borough. Since this transfer of planning powers, in 2018 Council undertook an analysis of the planning service performance, reviewed baseline, engaged with our customers to seek feedback on service delivery to date and to look at how we could improve and enhance service delivery for our customers in the future. One of the expected outcomes identified was a greater integrated service approach to delivery of the Building Control and Planning Services.

A service review was also carried out in the Building Control Department. The Building Control Department aims to deliver a customer-focused, responsive and quality service to architects, designers, developers, builders, solicitors and the public, and in doing so to ensure a safer, healthier and more accessible built environment for all. Delivered across its three offices in Armagh, Banbridge and Craigavon, Building Control undertakes a high level of service delivery; recent regional figures indicate that this Council has had the highest number of new homes started and completed in the last 2 years. Since 2015, the new Council has dealt with almost 3600 building regulation applications and around 14,000 site inspections each year.

An integral element of the Building Control service review was to explore and assess good practice, to inform potential service improvements, planning and priorities for the Department over the next few years. Areas were identified where services could be more streamlined, enhanced or automated.

This objective relates to the improvement of the planning and building control processes for residents and businesses, with the aim of improving customer satisfaction as well as processing times.

The resulting Action Plans identify short, medium and long-term actions, which will deliver a more harmonised, effective, efficient, and better customer focused service, which meets the needs of our customers. To assist in the delivery of these actions, Planning will seek to appoint a designated Implementation Manager to lead, review and monitor these recommendations. This is illustrated in the key targets associated with this Performance Improvement Objective and will be monitored for improvement during 2019 - 2020.

Planning performance measures will also be reported and included in Council's Statutory Indicators.³

³ Relates to statutory performance indicators and standards - The Local Government (Performance Indicators and Standards) Order (NI) 2015

OUR ACTIONS

What we will do to achieve this objective?

Implement short term (6mths), medium term (12mths) recommendations from Building Control Service Review
Implement recommendations from the Planning Service Review
Develop & implement an administration model for Building Control



Planning Department to appoint an **Action Plan Implementation Manager**



OUR PERFORMANCE INDICATORS

How do we measure progress?

- The number of short term and medium term recommendations implemented from Building Control Service Review
- Building Control administration model developed and implemented
- Action Plan Implementation Manager appointed to Planning Department
- Commence delivery of Planning Action Plan recommendations relevant to 2019-2020
- The average processing time of major planning applications (statutory)⁴
- The average processing time of local planning applications (statutory)⁵
- The % of planning enforcement cases progressed within 39 weeks (statutory)⁶



⁴ Statutory indicator as required under The Local Government (Performance Indicators and Standards) Order (NI) 2015
⁵ Statutory indicator as required under The Local Government (Performance Indicators and Standards) Order (NI) 2015
⁶ Statutory indicator as required under The Local Government (Performance Indicators and Standards) Order (NI) 2015

OUR TARGETS

We will have succeeded if...

Recommended actions implemented for Building Control

4 within 6 months // 5 within 12 months



Building Control administration model implemented by **September 2019**



Implementation Manager in Post & Planning Department Action Plan delivery commenced by December 2019

Applications processed from date valid to decision or withdrawn on average

Local applications
15 weeks

Major applications
30 weeks



70%

all planning enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint

PERFORMANCE IMPROVEMENT ASPECTS

This objective relates to the following aspects of improvement:



Strategic Effectiveness



Innovation



Service Quality



Service Availability



Sustainability



Fairness



Improvement Objective 5

We will increase participation in Council led health, cultural and social activities.

COMMUNITY PLAN THEME:	CORPORATE PLAN THEME & COMMITMENT:
COMMUNITY/PLACE	HEALTHY COMMUNITY/CREATIVE PLACE

Healthy

- Provide a range of quality opportunities for everyone to be active and healthy.

Creative

- Increase participation in arts and culture to high quality creative experiences.

Lead Departments

HEALTH AND RECREATION

Whilst lead Departments are identified, there is a cross-departmental collaborative, one council approach to setting and achieving each objective and as such a number of Departments have a role to play.

Why did we choose this objective?

It is Council's aspiration that everyone is supported to achieve the longest, healthiest, most fulfilling life possible. We want to support our residents to make positive lifestyle choices, be more resilient and better equipped to cope with life's challenges.

Baseline evidence conducted for the Community Plan identifies a number of health and well-being issues for the local population. Life expectancy is the most commonly used measure to describe the health of the population. In 2014-16, male life expectancy in the Borough overall was 79.2 years, while in the most deprived areas it was 76.0 years - a gap of 3.1 years. For females, life expectancy overall was 82.5 years, and 81.2 years in the most deprived areas- a gap of 1.4 years.

In addition, evidence indicates that half of our residents (56%) are meeting recommended levels of physical activity. The correlation between levels of deprivation and health inequalities is well documented. The NI Health Survey asked questions on general health and longstanding illnesses. Looking at results for 2016/17, 73% of adults in NI described their health as 'good' or 'very good'. Respondents in the most deprived areas were less likely to describe their health as good or very good (60%) than those in the least deprived areas (80%). Our Neighbourhood Renewal Programmes help to address such inequalities, tackling disadvantage and deprivation in partnership with local people, working in the top 10% most deprived neighbourhoods across NI; 4 of which fall within our Borough.

In the Borough, engagement levels in arts and culture are high, 86% of adults engaged in culture and arts in the past year (based on three-year average for 2013/14-2015/16). Engagement levels for young people are also available from the Young Persons' Behaviour and Attitudes Survey (YPBAS)⁷, conducted every three years. Analysis available at Northern Ireland

level, shows in 2016, almost all young people (97%) had engaged with culture and the arts at least once within the previous year. This proportion has been consistent over the trend period, 2007 to 2016.

Statistical evidence for the Borough, tells us that 1 in every 3 households booked tickets at a performing arts venue between 2014-2016. However, 2 out of 3 of those who booked did so at a venue outside this Council area. It is worth noting that half of the postcodes in the borough are closer to performing arts venues across 3 other council areas than they are to the Market Place Theatre in Armagh (Source: Thrive). Ongoing discussions with stakeholders highlight the need to overcome barriers to engagement and recognise the benefits of arts participation to individuals' quality of life. Some of the most common benefits cited were 'I had fun', 'it improved my knowledge', 'positive impact on my wellbeing', and 'helped me to teach my children'. The Borough's strong track record in arts, culture and heritage activity is identified within the Council's Cultural, Arts and Heritage Framework. The Framework outlines Council's commitment to providing ways for people to become involved with venues, activities and events within our Borough, that enrich their lives and create a sense of community and well-being.

In 2018-19, the Council's Financial Assistance Programme attracted 608 applications from local community groups, offering assistance to the value of £1.04million, supporting and building capacity within our communities. Council acknowledges the valuable work of community groups and will continue to support them to improve the quality of life of residents through cultural and social activities.

Building on the positive benefits of increased participation in physical, cultural and social activities, Council has identified this as a performance improvement objective for 2019/20 and will monitor performance during the year 2019 - 2020.

⁷ Engagement in culture, arts and leisure by young people in Northern Ireland, Findings from the Young Persons' Behaviour and Attitudes Survey 2016, NISRA, Department for Communities: www.communities-ni.gov.uk/publications/engagement-culture-arts-and-leisure-by-young-people-northern-ireland-2016.

OUR ACTIONS

What we will do to achieve this objective?



We have increased annual users of leisure centres and facilities by **1% to 5 million+ users**

We will provide & support a range of

cultural & social activities



OUR PERFORMANCE INDICATORS

How do we measure progress?

- The number of targeted activities aimed at those sectors of the community that experience health inequalities.
- The number of participants on Everybody Active Programme
- The number of users to leisure centres and facilities
- The number of leisure centre memberships
- The number of residents and groups utilising Council Community Development services
- The number of community centre and town hall bookings
- The number of users of Council owned tourist/ cultural venues
- Customer satisfaction levels with Council owned tourist/cultural venues



OUR TARGETS

We will have succeeded if...

We have increased the number of targeted activities aimed at those that experience health inequalities by

5%



We have 8350 participants on Everybody Active Programme (Sport NI)

We have increased annual users of leisure centres & facilities by 1% to

5 million+ users

We have annual leisure centre membership of

4,700



Through the Financial Assistance Programme we have assessed

620 groups



We have supported

29,000 residents

via Advice Services



We have increased the number of bookings for community centres and town halls by

3%



We will have attracted

210,000 users

to Council owned tourist/cultural venues



We have achieved the highest score from

95% of customers

on customer satisfaction surveys of our Tourism and Cultural venues



PERFORMANCE IMPROVEMENT ASPECTS

Subtitle to go here to fit with design?



Strategic Effectiveness



Fairness



Service Quality



Service Availability

progress

Progress

Reporting progress of the Performance Improvement Plan 2019/20

This publication is our 'forward-looking' Performance Improvement Plan for the year 2019-2020 that fulfils, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014.

A six monthly progress report on the 2019/20 Performance Improvement Plan will be presented to the Council's Executive Management Team and Council's Performance and Audit Committee.

In addition, Council is a member of the Association of Public Sector Excellence (APSE), which is a public sector benchmarking organisation. This will assist Council in improving our ability to compare our performance across a range of services and activities, with other councils, where appropriate.

By 30 September 2020, we will publish a retrospective annual Performance Self-Assessment Report, setting out details of how we have performed against our 2019-2020 Performance Improvement Plan including the statutory performance indicators and standards for Economic Development, Planning and Waste.



Continuous Improvement

Suggestions for improvement

We welcome on-going feedback, 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

Telephone: 028 3752 9669

In writing: Performance Improvement Team
Armagh City, Banbridge and Craigavon Borough Council,
Old Armagh City Hospital,
39 Abbey Street,
ARMAGH,
BT61 7DY

This document is available in hard copy format and in a range of formats upon request using the contact details above. In addition, we will make hard copies available in each of the three main civic buildings in Armagh, Banbridge and Craigavon.

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)	ACTUAL 2016/17	ACTUAL 2017/18	ACTUAL 2018/19 ⁸
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 ⁱ	232	185	217
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.	52.8 weeks	36.4 weeks	23.6
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.	14 weeks	14 weeks	14.6
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.	82.2%	82.2%	80%
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)	48.9%	50.8%	52.8%
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	NI Landfill Allowance Scheme (26,002 tonnes)	10,293 tonnes	10,730 tonnes	6,379 ⁹ tonnes
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arising (The total amount of waste collected)	N/A	104,342 tonnes	105,840 tonnes	81,692 ¹⁰ tonnes

ⁱ The statutory target for jobs created through business start-up activity has been increased to 182 for 2019 - 2020

⁸ These annual figures are unverified at the time of publication of this document

⁹ These are verified figures up to Dec 2018 with annual verified figures due 24 July 2019

¹⁰ These are verified figures up to Dec 2018 with annual verified figures due 24 July 2019



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