



Performance Improvement Plan

2021-2022 | 2022-2023

Contents

01	Foreword	03	08	Appendix 1	26
02	Introduction	04		Identifying Performance Improvement Objectives: How we identified improvement areas and timeline for implementation of the Plan and our related duties	
03	Duty to Improve & Continuous Improvement	06	09	Appendix 2	28
04	Performance Improvement Objectives 2021-2023	08		Consultation Process & Responses	
05	Statutory Indicators & Standards, Self-Imposed Indicators	22	10	Appendix 3	31
06	Management, Reporting and Governance Arrangements	24		Link to Community Plan/other Strategies	
07	Proposed New Improvement Objectives	25	11	Appendix 4	32
				Performance Improvement Objectives 2021/2022 and 2022/2023	



Foreword

We are keen to ensure our performance improvement objectives have a positive impact on the quality of life for all stakeholders across the Borough. We want to give surety to residents, businesses and all our stakeholders that we are fully committed to using our best efforts to deliver services that are efficient, economical and of an excellent standard. This is even more important given the challenging times our local communities continue to experience in dealing with the impact of the pandemic.

In August 2020 Council agreed a Recovery Framework to guide the response and recovery to the Covid 19 pandemic. This included a number of immediate and short term actions which both supported the organisation's internal response as well as shaping how the Council supports the wider business and community sectors. A Medium Term Recovery Plan covering the next 2 years to 2023 has been developed and is incorporated into departmental business plans for 2021/22.

Council is committed therefore to provide support where possible, through our business and recovery plans in addition to the particular improvement objectives contained within this performance improvement plan.



Roger Wilson
Chief Executive, Armagh City Banbridge & Craigavon Borough Council

Date: 29 September 2021

PI01	We will improve the availability of more inclusive services for those with Autism and their carers.
PI02	We will increase the number of people participating in leisure activities and work with partners to enable everyone to Get Moving more.
PI03	We will reduce the time it takes to pay suppliers.
PI04	We will reduce the average number of days' sickness absence lost per employee.
PI05	We will increase the number of Council service areas with service standards as an evidence base to inform future Performance Improvement Objectives.
PI06	We will implement recommendations from our Building Control and Planning Service Reviews and improve processing times for building control and planning applications



Introduction

This Performance Improvement Plan explains what we hope to achieve, how we plan to deliver it and how our citizens/other stakeholders will be better off as a result. It focuses on the key areas identified for improvement through our corporate and business planning processes, data analysis and stakeholder engagement.

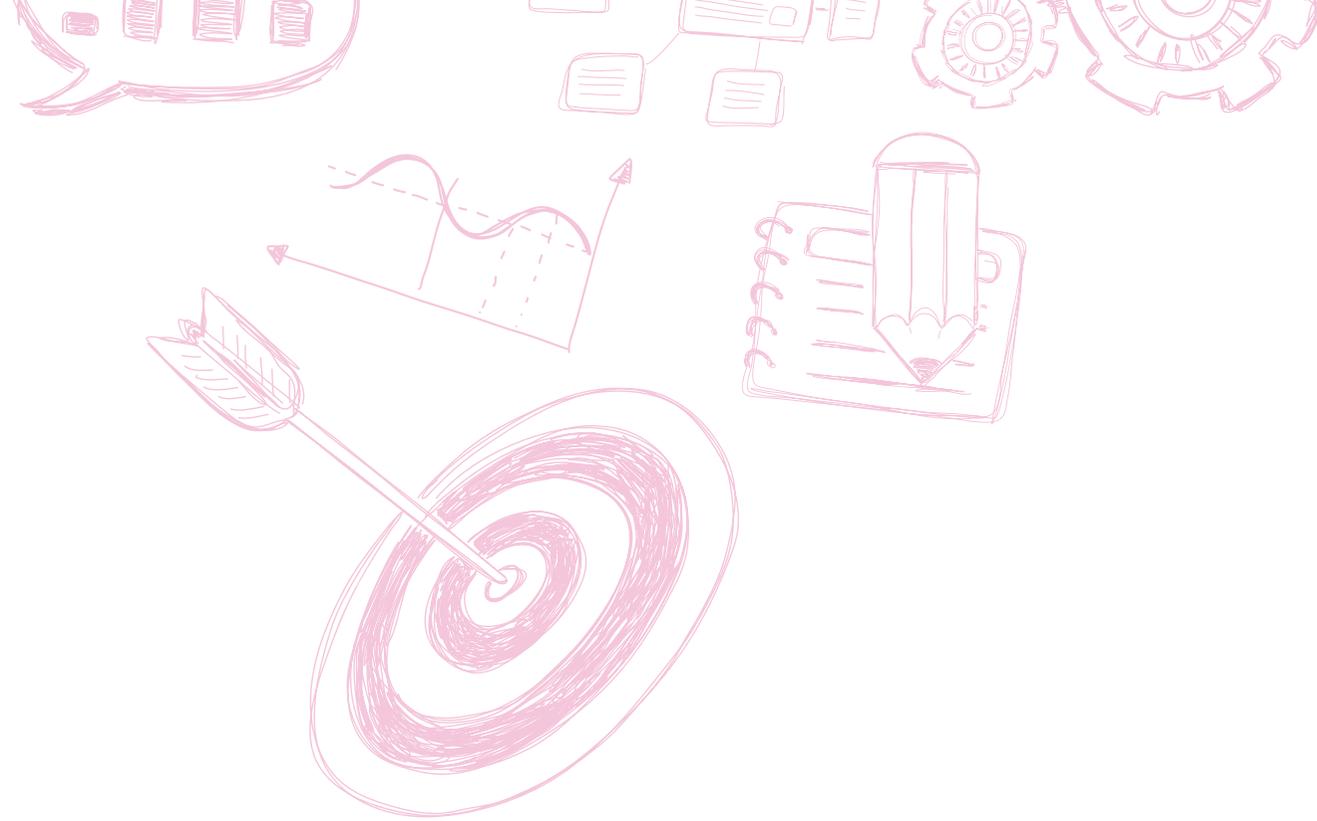
In this document we present our Performance Improvement Objectives for 2021/22 and 2022/2023 in line with our statutory duty under the Local Government Act 2014 to publish an annual Performance Improvement Plan. A review will be undertaken after 12 months for the 2022/23 year.

Council has agreed its Performance Improvement Objectives for 2021-2023 as a result of internal cross departmental collaboration and public consultation.

During the latter part of 2020, a review of the draft objectives from 2020/21 (not carried through due to the pandemic and need to focus on response and recovery) was undertaken with Council departments to establish if the objectives were still relevant and achievable by lead departments in the year ahead.

In drafting our performance improvement objectives we took cognisance of the DOE Guidance (March 2016), the Borough's Community Plan and Council's Corporate Plan. Consideration was also given to the Council's ongoing response to Covid 19, including our Medium Term Recovery Plan and how Council continues to support the recovery of the organisation and wider Borough. Reference was also made to information relevant to Council operational delivery such as regional strategies, previous performance, ongoing business planning and strategies. The process and timeline is explained in more detail at Appendix 1.

This process has enabled us to identify six Draft Performance Improvement Objectives for 2021-2023, which were subject to public consultation. An analysis of the responses and feedback provided has been carried out and has provided assurances that our proposed Improvement Objectives for 2020/2021-23 are appropriate. Comments and feedback have been summarised and forwarded to relevant departments for consideration in line with their Departmental Business and Action Plans. More detail on the consultation process and responses can be found at Appendix 2.



Duty to Improve & Continuous Improvement

As mentioned above, the Council has a statutory duty to put arrangements in place for continuous improvement. Each year Council is required to develop a Performance Improvement Plan (PIP).

The PIP identifies objectives for the year ahead and Council's actions to meet these objectives. The development and publication of this PIP assists Council in meeting its statutory obligations in relation to Part 12 of the Local Government Act (NI) 2014. It is aligned to the Community Plan outcomes and Corporate Plan objectives and is subject to, and informed by, public consultation.

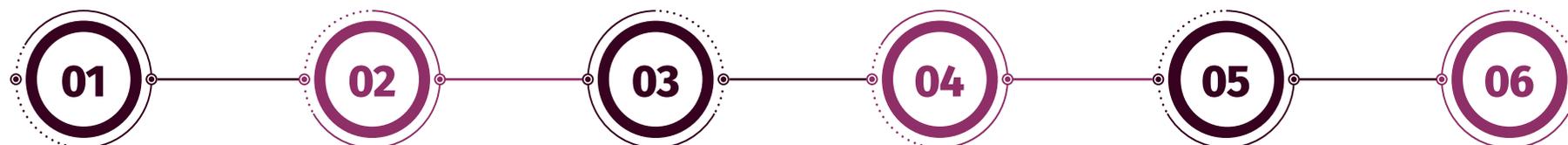
Paragraph 45 of the current guidance for Local Government Performance Improvement (Local Government Circular 21/2016) states the suggested date for councils to publish their Improvement plan is by the end of June. The Department for Communities (DfC) wrote to the 11 councils to confirm that they were not required to develop and publish a PIP for 2020/21 and the Performance Assessment Audit in 2020/21 was therefore limited to looking back at 2019/20. To date the report on this audit has not been received from NIAO who are awaiting legislative changes to be made before issuing their official audit report. Council will publish a PIP for 2021/22, and have been advised that the date for this year was extended from 30 June to 30 September 2021. Council continues to liaise with DfC in relation to the details of the performance duty requirements for 2022/23 and beyond.

Appendix 3 shows how through a Strategic Planning Framework performance improvement plans link to the Council's Corporate Plan and other strategies. Council also had an agreed Performance Management Framework in place which further details how all of the arrangements and governance elements within Council work towards continuous performance improvement. Click [here](#) to find the Performance Management Framework 2019.



Performance Improvement Objectives 2021-2023

Our Performance Improvement plan sets out 6 Performance Improvement Objectives for a 2 year period: 2021-2022 | 2022-2023



01 We will improve the availability of more inclusive services for those with autism and their carers.

02 We will increase the number of people participating in leisure activities and work with partners to enable everyone to Get Moving more.

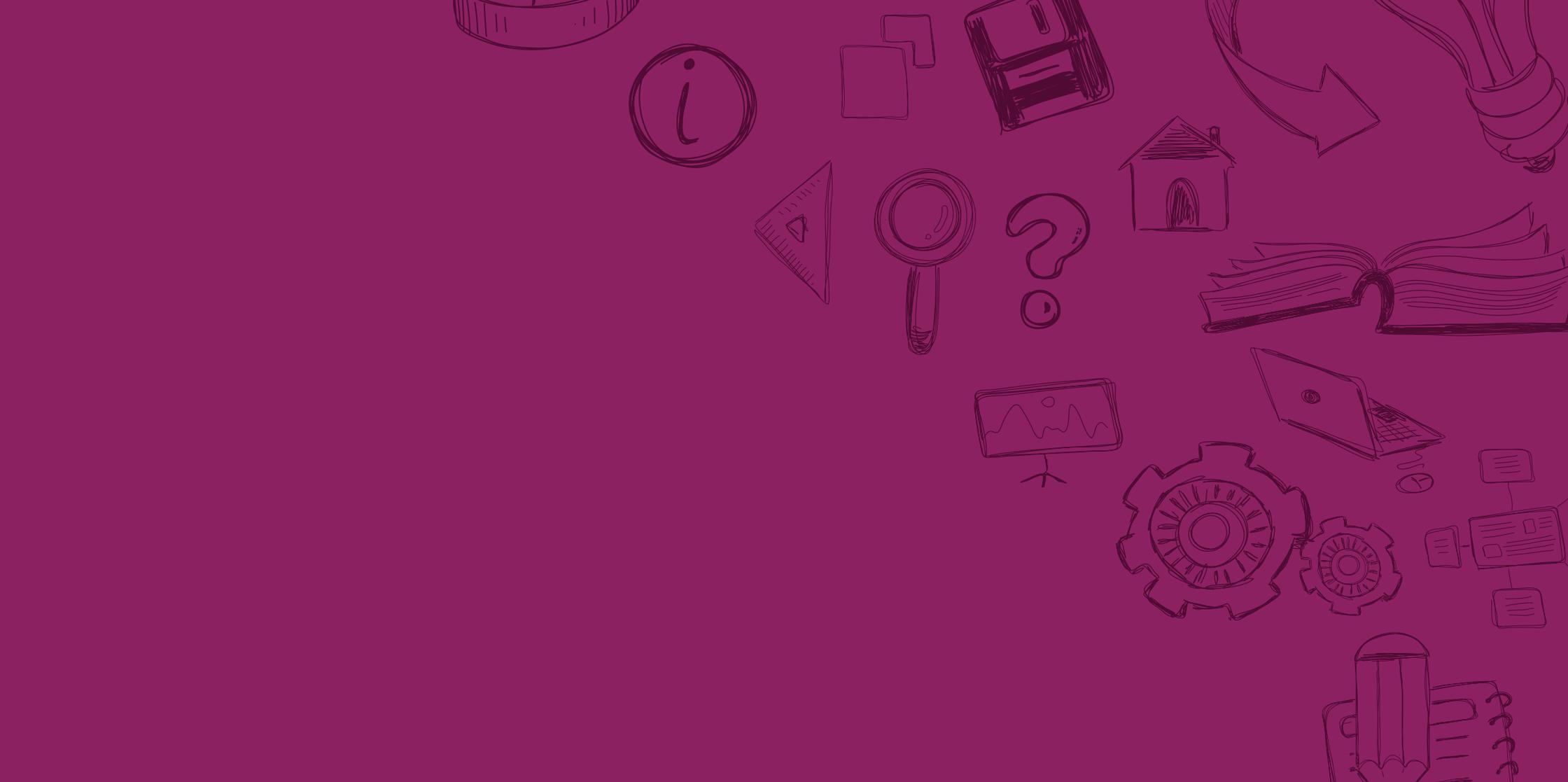
03 We will reduce the time it takes to pay suppliers.

04 We will reduce the average number of days' sickness absence lost per employee.

05 We will increase the number of Council service areas with service standards as an evidence base to inform future performance improvement objectives.

06 We will implement recommendations from the Building Control and Planning Service Reviews and improve processing times for building control and planning applications.

This ensures a streamlined approach to align with the Council's Corporate Plan (2018-2023), and Medium Term Recovery Plan (2021-2023). It is hoped that the 2 year period will allow delivery and monitoring of more tangible improvements over a longer period. It will also allow us to more easily identify trends where applicable, and simplify the process, making it more efficient/effective. As stated earlier, the objectives will be reviewed after 12 months for the 2022/23 year. A summary of each of the Improvement Objectives is set out in more detail at Appendix 4.



Improvement Objective 1

We will improve the availability of more inclusive services for those with autism and their carers.

 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • To adapt Council’s environment to support customers and reduce barriers to participation for people with autism and their carers; • Statutory Duty to promote Equality of Opportunity • Response to Council Notice of Motion • To equip staff to better understand customer needs 	<ul style="list-style-type: none"> • Implement Autism Friendly Action Plan • Deliver Autism Awareness training to staff • Develop dedicated inclusive section for Council’s website and intranet 	<ul style="list-style-type: none"> • Progress reports to Autism Friendly Working Group • Training delivered to Community Development/ Health & Recreation/Tourism Arts & Culture, Estates & Asset Management* • Maintain Autism Impact Award for Market Place Theatre and Navan Fort • Inclusive section on website and intranet launched <p><i>*priority frontline Departments</i></p>	<ul style="list-style-type: none"> • Better access to Council services • More inclusive service delivery • Improved customer satisfaction 	<p>The Senior Responsible Officer (SRO) for this Objective is the Strategic Director of Community & Growth</p>



Improvement Objective 2

We will increase the number of people participating in leisure activities and work with partners to enable everyone to Get Moving more.

 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • To reduce inactivity of people within the Borough • Develop positive attitudes towards health and wellbeing • It directly links to our ABC Get Moving Framework (2020-2030) which is a collective plan to positively impact the health of people in the Borough • Combining working practices in a partnership approach 	<ul style="list-style-type: none"> • Implement the short term actions of Get Moving ABC Action Plan • Develop structures across the Health & Recreation Department. 	<ul style="list-style-type: none"> • Have structures in place within the Health & Recreation Department by March 2022 • Increase customer satisfaction to 4.5 or greater (Google Review) by March 2022 • ABC Council to be represented on 2 working groups • Establish a baseline of current physical activity interventions offered by Council by March 2022 	<ul style="list-style-type: none"> • Improved leisure facilities • Improved customer experiences • Positive impact on health and well-being • Clear consistent messaging on benefits of Get Moving • Opportunity to attend a range of physical activities 	<p>The Senior Responsible Officer (SRO) for this objective is the Strategic Director of Neighbourhood Services</p>

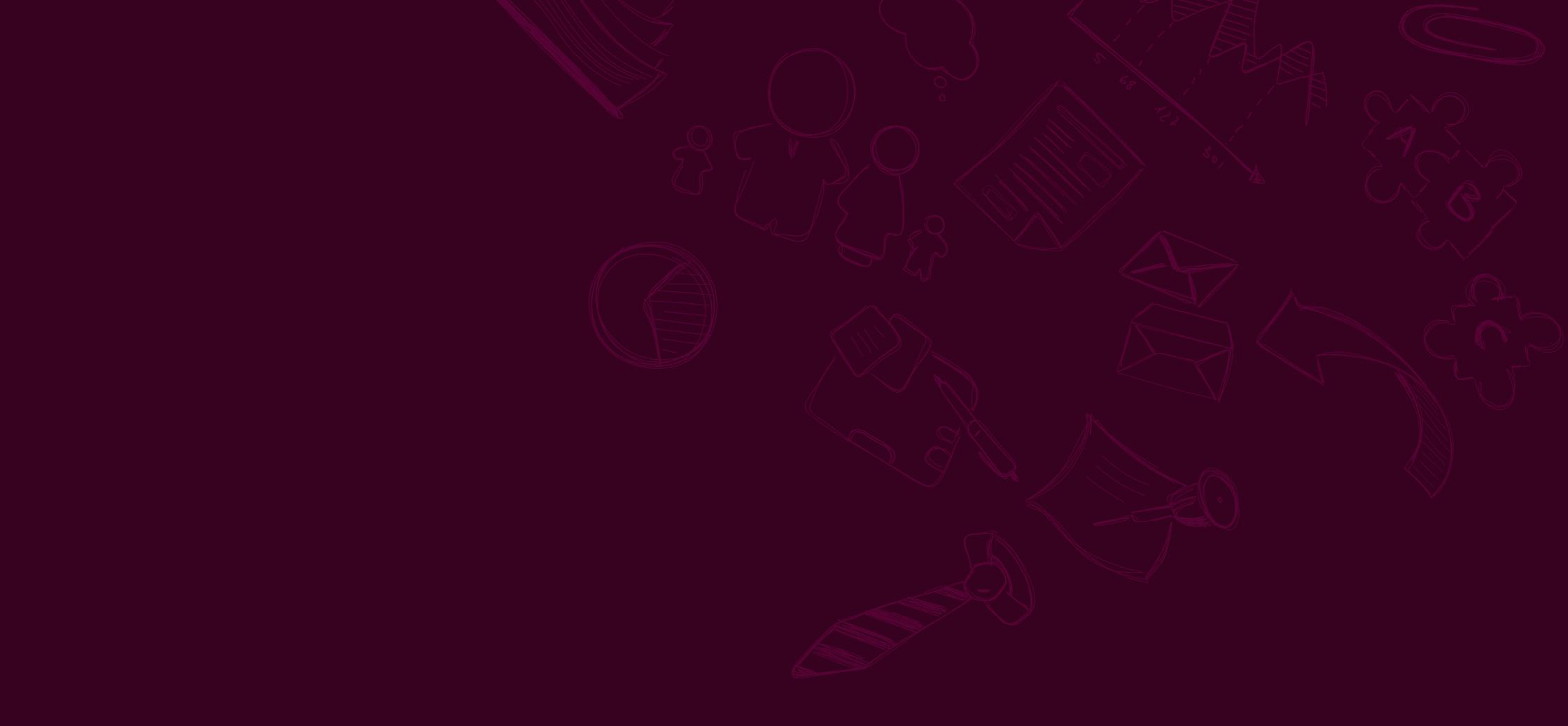


Improvement Objective 3

We will reduce the time it takes to pay suppliers

 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • By paying suppliers promptly we are supporting businesses to improve cash flow • Prompt payment figures alongside other Councils over previous years has identified need for improvement • Fluctuation in number of processing days • Increase in anti-fraud measures 	<ul style="list-style-type: none"> • Review internal processes for processing payments • Deliver training on Finance System to all Departments 	<ul style="list-style-type: none"> • Average number of calendar days to pay suppliers = 15 days or less • All departments have received training 	<ul style="list-style-type: none"> • Efficient turnaround times on invoice payments • Improved customer service 	<p>The Senior Responsible Officer (SRO) for this Objective is the Deputy Chief Executive</p>

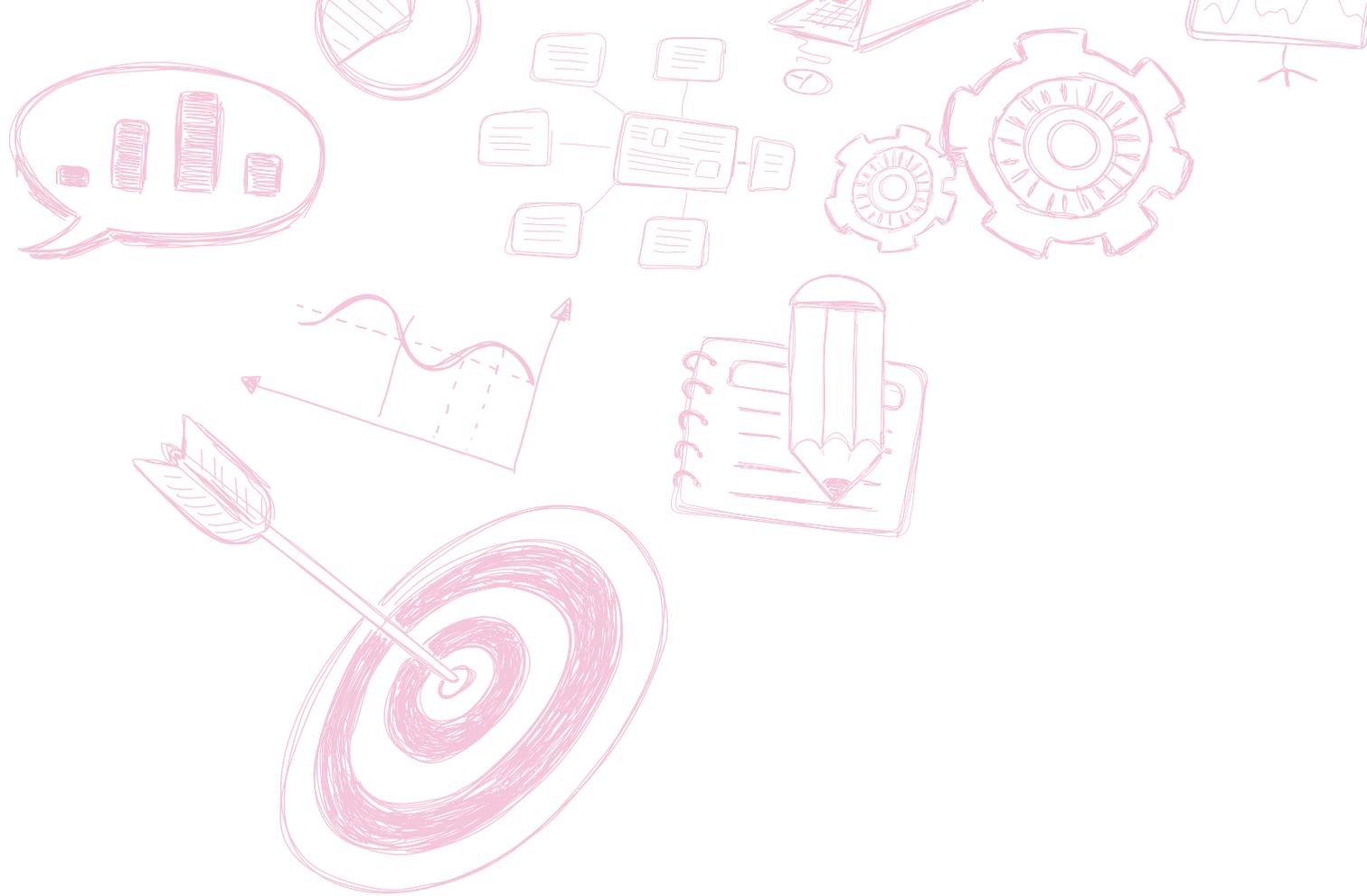
 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • Council staff absenteeism figures show an increase in number of days lost in the years previous to 2020. • Short term/long term absences are a challenge • High priority for management to ensure business continuity 	<ul style="list-style-type: none"> • Continue to manage absence closely • Deliver employee engagement and well-being initiatives • Implement and deliver training on revised absence management policy to all managers 	<ul style="list-style-type: none"> • The average number of days' sickness absence lost per employee = 16 days or lower • The average rate of short term absences = 1.4% or lower • The average rate of long term absences = 5% or lower • Deliver 4 employee engagement and well-being initiatives • At least 90% of all managers to have attended training 	<ul style="list-style-type: none"> • 81% of employees live in the Borough • Contribute to overall health and well-being of our staff and Borough • Better continuity of service delivery 	<p>The Senior Responsible Officer (SRO) for this Objective is the Deputy Chief Executive</p>



Improvement Objective 5

We will increase the number of Council service areas with service standards as an evidence base to inform future performance improvement objectives.

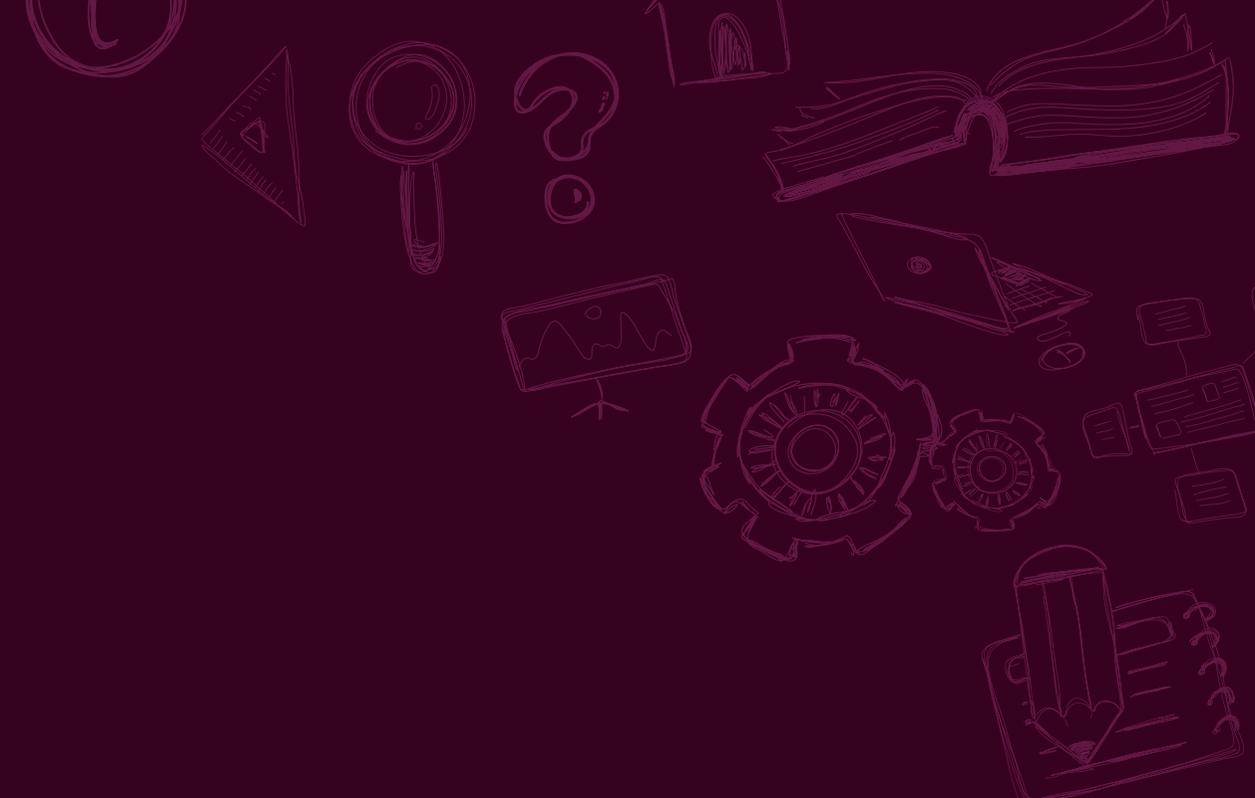
 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • Our Medium Term Recovery Plan sets out actions to support the recovery of the organisation and Borough, including how we improve service delivery. • Setting Service Standards will set out the standard of service that customers can expect from a range of Council services. 	<ul style="list-style-type: none"> • Review current service standards • Develop service standards where there are gaps • Establish performance baseline information relating to our service standards • Develop internal guidance for setting service standards 	<ul style="list-style-type: none"> • An increase in the number of service areas with service standards by March 2022 • Baseline service standards performance available March 2022 • Internal guidance for setting service standards 	<ul style="list-style-type: none"> • Better evidence base available • Continuous improvement in service delivery • Customers aware of Council's service standards 	<p>The Senior Responsible Officer (SRO) for this Objective is the Strategic Director Strategy & Performance</p>



Improvement Objective 6

We will implement recommendations from our Building Control and Planning Service Reviews and improve processing times for building control and planning applications.

 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • Service Reviews were carried out by Planning and Building Control Departments in 2018. • Action Plan identified short, medium, long term actions • This objective has been carried forward from 2019/20 to complete delivery of Action Plan. 	<ul style="list-style-type: none"> • Implement recommendations from Building Control Service Review • Implement recommendations from Planning Service Review 	<ul style="list-style-type: none"> • 60% of recommendations for Building Control are implemented by March 2022 • 66% of Building Control Domestic Full Plan Applications assessed within 21 days • 58% of Building Control Non- Domestic Full Plan Applications assessed within 21 days • 76% of Building Control Domestic & Non-Domestic resubmissions assessed within 14 days • 85% of recommendations for Planning are implemented by March 2022 • Average processing time for major planning application processed within 30 weeks* • Average processing time for local planning application processed within 15 weeks* • 70% of planning enforcement cases progressed within 39 weeks* <p><i>*Statutory Performance Indicators and standards</i></p>	<ul style="list-style-type: none"> • Improved processing times for building control and planning applications • Improved understanding of the processes • Improved customer satisfaction with building control and planning application processes 	<p>The Senior Responsible Officer (SRO) for this Objective is the Strategic Director for Community & Growth</p>



Statutory Indicators and Standards

In addition to the improvement areas identified in the Performance Improvement Plan, the Department for Communities also set statutory targets for Councils in the areas of Planning, Economic Development and Waste. The Statutory performance Indicators and standards, as outlined in the Local Government Performance Indicators and Standards Order (2015), are set out overleaf.

PERFORMANCE INDICATORS	STANDARDS/TARGETS
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
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))	30 weeks
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)	15 weeks
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%
The percentage of household waste collected by district Councils that is sent for recycling (including waste prepared for reuse).	50 % by 2020*
The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. (Targets set via NILAS)	NI Landfill Allowance Scheme (NILAS) has not set a target for 2021/22.
The amount (tonnage) of Local Authority Collected Municipal Waste arising (The total amount of waste collected)	No statutory target has ever been set

* New statutory target of 55% being considered currently but legislation yet unchanged.

Self-imposed Performance Indicators

In addition to the statutory performance indicators, we include a series of self-imposed performance indicators within our Annual Departmental Business Plans for monitoring and reporting. Targets are set, where appropriate, against performance indicators.

Management, Reporting and Governance Arrangements

As stated earlier this publication is our ‘forward-looking’ Performance Improvement Plan for the years 2021-2023 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 2021/2023 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 2022, we will publish a retrospective annual Performance Self-Assessment Report, setting out details of how we have performed during 2021-2022 against this Performance Improvement Plan; including the statutory performance indicators and standards for Economic Development, Planning and Waste, self-imposed indicators and standards and any relevant benchmarking information.

The Council has in place the following specific arrangements to monitor progress against the standards set for the statutory performance and indicators:

- Inclusion within Performance Improvement Plan, with progress monitored on bi-annual basis by the Performance & Audit Committee.
- Inclusion within relevant departmental business plans, with progress being monitored on a bi-annual basis to the relevant Council service Committee.
- Data submission to Government Departments, with reports being issued/ published quarterly and annually to monitor the performance of each Council, outlining regional trends and comparisons.

The Council has in place the following specific arrangements to monitor progress against the self-imposed performance indicators and standards:

- Inclusion within relevant departmental business plans, with progress being monitored on a quarterly basis by relevant Strategic Directors and on a six-monthly basis by the relevant Council service committees. These reports are published on our website. <https://abc.public-minutes.com/>
- Progress monitored by Performance & Audit Committee through the annual Self-Assessment reports.

Propose new Improvement Objectives

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 methods to do so:

Email: performance@armaghbanbridgecraigavon.gov.uk

Telephone: 028 3752 9669

In writing: Strategy & Performance Department
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.

Identifying Performance Improvement Objectives:

How we identified improvement areas and timeline for implementation of our duties.

Since the latter part of 2020, work has been on-going across Council departments on developing our Performance Improvement Objectives for 2021-2023, and demonstrating how these fit within the context of our departmental business planning process.

Engagement with a cross-departmental group of officers, specifically concentrating on the development of our Performance Improvement Objectives (PIOs) for 2021-2023, were tasked with:

- Review of the draft improvement objectives for 2020/21 to check if still relevant as not published for 2020-21
- 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 2021-2023.
- A review of the influencers and how our PIOs should be aligned to those was undertaken, namely:
 - Our Community Plan
 - Our Strategic Planning process, including Departmental Business Plans
 - Relevant regional and local strategies and action plans
 - NIAO Audit feedback for the previous years
 - Regional Performance Multi-Stakeholder Working Group Guidance (December 2019)

As a result, the PIOs correspond directly with Council's priorities and corporate commitments, and have been selected on the basis of self-analysis.

Timeline - Development of Performance Improvement Plan 2021/23

Q3 2020/21 OCT - DEC 2020	Q4 2020/21 JAN - MAR 2021	Q1 2021/22 APR - JUN 2021	Q2 2021/22 JUL - SEPT 2021	Q3 2021/22 OCT - DEC 2021	Q4 2021/22 JAN - FEB 2022	Q1 2022/23 APR - JUN 2022
<ul style="list-style-type: none"> • Initial planning for draft Performance Improvement Objectives 2020/21-23 • Cross departmental officers working on Performance Improvement Objective planning • Departmental Business Planning Process • On-going engagement with DfC on requirements for year ahead 	<ul style="list-style-type: none"> • Ongoing cross-departmental engagement on development of the draft Performance Improvement objectives and Plan for 2020/21-23 in line with departmental business planning process across council. • Council strikes the Rate for 2021/22 • Draft Improvement Objectives for public consultation presented to Heads of Department (HoD), recommended to Executive Management Team (EMT) 	<ul style="list-style-type: none"> • Draft Performance Improvement Objectives reported to GRS Working Group & Council • Public consultation on Draft Improvement Objectives open from 7 May 2021 • Customer, Resident and Employee engagement through various media • Public consultation on Draft Improvement Objectives closed 25 May 2021 • Consultation responses collated and summary report presented to EMT • Annual reports on 2019/20 Departmental Business Plans presented to Service Committees • Preparation of Annual Performance Self-Assessment Report for 2020/21 	<ul style="list-style-type: none"> • Report on Draft Performance Improvement Plan 2020/21 issued to Committee • Draft Performance Improvement Plan 2020/21 reported to EMT and Full Council • Performance Improvement Plan 2020/21 published on Council's website by 30 June 2020 • NI Audit Office audit fieldwork • Working draft of Council's Performance Self-Assessment Report for 2020/21 prepared • Annual Performance Self-Assessment Report for 2019/20 presented to EMT, Performance and Audit Committee and Full Council, ahead of publication by 30 September 2021 	<ul style="list-style-type: none"> • 6 monthly progress update on Departmental Business Plans to Service Committees • Mid-Year Progress Report on 2021-2023 Performance Improvement Plan presented to Performance and Audit Committee • Staff consultation workshops to review Performance Improvement Objectives for 2022/23 • Departmental Business Planning Process ongoing for 2022/23 	<ul style="list-style-type: none"> • Ongoing cross-departmental engagement in development of the Performance Improvement Plan for 2022/23 in line with Departmental business planning process across council • Council strikes the rate for 2022/23 • Public Consultation process to review and agree Performance Improvement Objectives for 2022/23 	<ul style="list-style-type: none"> • Final EMT and Council approval for Performance Improvement Plan 2022/23 to be published by 30 June 2022 • Annual reports to Service Committees on 2021/22 Departmental Business Plans • Preparation of Annual Performance Self-Assessment Report for 2021/22



Consultation Process & Responses

In drafting our Performance Improvement Objectives 2021-2023 we have drawn from the significant consultation and engagement process used in the development of both our Community Plan ‘Connected’ 2017-2030 and our Corporate Plan 2018-2023. This work has helped to inform the identification of the Improvement Objectives.

The draft Performance Improvement Objectives were developed through an inclusive two tier process taking into account the views of internal and external stakeholders.

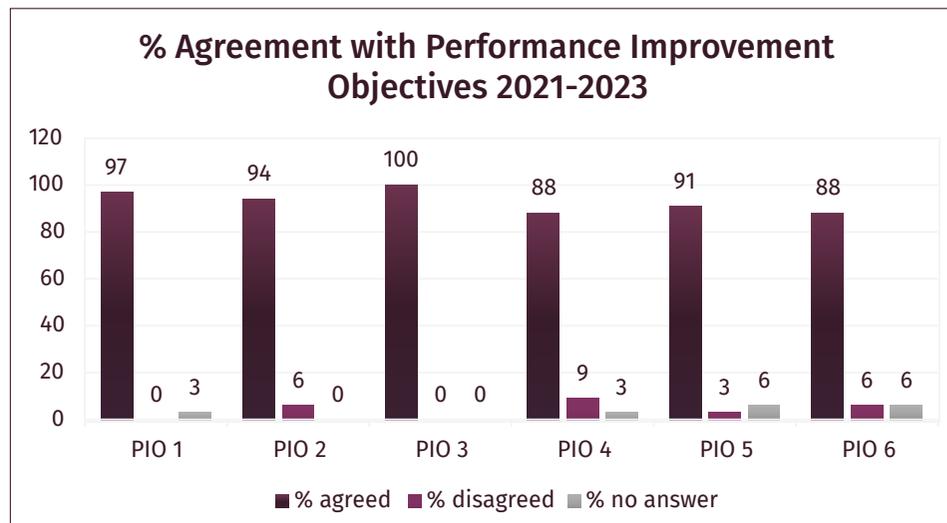
- 1. **INTERNAL:** Employees, management, trade unions and Elected Members
- 1. **EXTERNAL:** Citizens, communities, businesses and other stakeholders.

In our Consultation document we provided further detail on each of the six Performance Improvement Objectives, including:

- How each objective links with ‘Connected’ - our Community Plan,
- How each objective links to the themes and commitments within our Corporate Plan /Medium Term Recovery Plan
- Why we have chosen the objective
- What we will do to achieve the objective – Our Actions
- How we will measure success – Our Performance Indicators
- What success will look like – Our Targets
- How our Citizens and stakeholders will benefit
- Which aspects of improvement we are addressing

The timeline above outlines the internal consultation within Council that took place during 2020 with Senior Management and Council officers from across all directorates, exploring potential areas for improvement. It also indicates that we undertook the necessary public consultation exercise from 7 May to 25 May 2021. We used local newspapers, social media, business e-zine, community networks, emails to Section-75 groups and other Councils, staff memos, 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. Unfortunately the consultation period was shorter than we would have intended, but due to uncertainties around the required publication date we were unable to extend it beyond this timeframe. It did not, however, curtail feedback, with marked improvement on the number of consultation responses to that of previous years.

The feedback results are set out in the diagram below.



35 people/organisations responded to our Draft Performance Improvement Objectives 2021/23 public consultation exercise.

Substantial support was given to our proposed Improvement Objectives with all of the objectives receiving 88 -100% support. An analysis of the responses and feedback provided has been carried out and has provided assurances that our proposed Improvement Objectives for 2021-2023 are appropriate.

Comments and feedback have been summarised and forwarded to relevant departments for consideration in line with their Departmental Business and Action Plans. Then through our Consultation Hub, accessible on the Council’s website, the relevant departments will provide general feedback to the responses received via the ‘We asked, You Said, We Did’ facility, thereby closing the feedback loop on the consultation process.



Link to Community Plan/Other Plans & Strategies

Identifying and communicating the Council's vision of its purpose and intended outcomes for citizens and service users.

The ‘Strategic Planning Framework’ sets out the various components of the planning framework bringing together specific priorities, aims and ambitions for the Borough. It seeks to link the overarching Council objectives to service and individual work plans, making clear the contribution individuals make towards achieving strategic outcomes. It provides a mechanism to establish and implement an integrated way of communicating and implementing objectives throughout Council so that all plans are clear and ‘joined up’, known as the ‘golden thread’.

Connecting the ‘golden thread’ from the Community Plan and Corporate Plan through departmental, service and individual plans shows how the plans all fit together. This helps to ensure that there is a strong focus on the achievement of outcomes at every level of the Council for the benefit of customers, residents and communities. The ‘golden thread’ is demonstrated in Diagram below.

The Borough Community Plan gives us the **WHY** of what we are doing, providing a holistic view of the needs and aspirations of our Borough and articulating

them in nine long-term outcomes. The Council’s Corporate Plan explains **WHAT** we as the Council are doing to contribute to these outcomes as well as outlining any other key objectives for us as an organisation. And finally, **departmental business plans** detail the **HOW**.

The Corporate Plan has been developed and aligned to the Community Plan. It identifies four main themes on which Council will deliver; Committed Council, Economy, Community and Place.



The diagram above illustrates the need for connections between all levels. This golden thread is supported by engagement and improvement processes. The plans listed above are illustrative of the key plans, rather than an exhaustive list.



Summary Table

Draft Performance Improvement Objectives 2021-2022/2022-2023*

*Reviewed with revised actions and performance measures for 2022/23

The table below provides examples of actions, performance measures and potential benefits in relation to the draft objectives, which are subject to consultation.

PERFORMANCE IMPROVEMENT OBJECTIVE 1	LINK TO COMMUNITY PLAN & OR COUNCIL'S CORPORATE PLAN	WHY HAVE WE CHOSEN THIS OBJECTIVE?	WHAT WE WILL DO (ACTIONS)	HOW WILL WE MEASURE? (PERFORMANCE INDICATORS)	WE WILL HAVE SUCCEEDED IF (STANDARDS/TARGETS)	HOW OUR CITIZENS AND STAKEHOLDERS MAY BENEFIT
We will improve the availability of more inclusive services for those with Autism and their carers	<p>Confident Community: Safe, accessible and welcoming facilities</p> <p>Healthy Community: Work with partners to reduce inequalities in health</p> <p>Welcoming Community: Shape and design places that value diversity</p> <p>Medium Term Recovery Plan: Societal Wellbeing-tackle inequalities strengthening the resilience and wellbeing of local people.</p> <p>Service Delivery- deliver fit for purpose services, efficiencies and transformation.</p>	<p>The Council has a statutory duty to promote equality of opportunity between nine categories of person, which includes disability.</p> <p>Council wish to create a more 'Autism friendly environment' for their customers, confidently opening up services to the 30,000 individuals and families living with the daily challenges of Autism in Northern Ireland that previously may have been excluded.</p> <p>This objective will equip Council staff to better understand any customers who may have Autism and also how to adapt the organisation's environment to support this.</p> <p>Council has recently established an Officer Working Group to oversee and develop a Council-wide Autism Friendly Action Plan.</p>	<p>Implementation / delivery of an Autism Friendly Action Plan</p> <p>Deliver general autism awareness training to staff</p> <p>Develop a dedicated Inclusive Section for the Council website and intranet</p>	<p>Delivery via Working Group / progress reports</p> <p>Number of priority departments / staff receive mandatory training</p> <p>Launch of website</p>	<p>Achievement of actions</p> <p>Training delivered to Priority Departments: 4 in total (Community Development/ Health & Recreation/ Tourism Arts Culture/Estates & Asset Management) by March 2022</p> <p>Autism Impact Award for Market Place Theatre and Navan Centre maintained</p> <p>Inclusive Section launched, operational and use by end users</p>	<p>Those with Autism and their carers are better able to access Council services</p> <p>More inclusive service delivery and improved customer satisfaction.</p>

Performance Improvement Aspects: Service Quality, Service availability, Fairness

PERFORMANCE IMPROVEMENT OBJECTIVE 2	LINK TO COMMUNITY PLAN & OR COUNCIL'S CORPORATE PLAN	WHY HAVE WE CHOSEN THIS OBJECTIVE?	WHAT WE WILL DO (ACTIONS)	HOW WILL WE MEASURE? (PERFORMANCE INDICATORS)	WE WILL HAVE SUCCEEDED IF (STANDARDS/TARGETS)	HOW OUR CITIZENS AND STAKEHOLDERS MAY BENEFIT
We will increase the number of people participating in leisure activities and work with partners to enable everyone to Get Moving more.	<p>Healthy Community: Provide a range of quality opportunities for everyone to be active and healthy.</p> <p>Medium Term Recovery Plan: Societal Wellbeing- tackle inequalities strengthening the resilience and wellbeing of local people</p> <p>Service Delivery- deliver fit for purpose services, efficiencies and transformation</p>	<p>The ABC Get Moving Framework (2020 – 2030) is a collective Plan to positively impact the Health and Wellbeing of People living in the Borough.</p> <p>Combining working practices, via the Community Planning process, the framework is a partnership approach aiming to reduce inactivity and develop more positive attitudes towards health and wellbeing across communities.</p>	<p>Development of structures across the whole department</p> <p>Increase customer satisfaction</p> <p>We will work collaboratively to implement the short term actions of Get Moving ABC Framework Action Plan</p> <p>Have delivered the following short term actions:</p> <ul style="list-style-type: none"> - Representation on relevant working groups to champion and advocate - Extend physical activity interventions, supporting active recreation and pilot new ones across all of our key settings - Provide a variety of quality opportunities for people to become more active - Support families and organisations working with children and young people to provide quality sport and physical activity experiences 	<p>All department structures in place</p> <p>Average Google review</p> <p>Representation on working groups</p> <p>Establish baseline</p> <p>Establish baseline</p> <p>Engagement programme with parents/ organisations</p>	<p>Structures in place by March 22</p> <p>Review 4.5 or greater by March 22</p> <p>2 working groups</p> <p>Baseline established of current physical activity interventions</p> <p>Baseline established of current opportunities</p> <p>Engage with parents and establish what types of activities would encourage families to Get Moving</p>	<p>Improved leisure facilities and customer experiences.</p> <p>The positive impact on the health and wellbeing of our citizens</p> <p>Residents will benefit from clear consistent messaging about the benefits of getting moving and have the opportunity to attend a range of physical activity interventions.</p>

Performance Improvement Aspects: Strategic Effectiveness, Service Quality, Service Availability, Efficiency, Sustainability, Innovation

PERFORMANCE IMPROVEMENT OBJECTIVE 3	LINK TO COMMUNITY PLAN & OR COUNCIL'S CORPORATE PLAN	WHY HAVE WE CHOSEN THIS OBJECTIVE?	WHAT WE WILL DO (ACTIONS)	HOW WILL WE MEASURE? (PERFORMANCE INDICATORS)	WE WILL HAVE SUCCEEDED IF (STANDARDS/TARGETS)	HOW OUR CITIZENS AND STAKEHOLDERS MAY BENEFIT
<p>We will reduce the time it takes to pay suppliers</p>	<p>Committed Council: Take a one council approach with clear, robust and accountable processes.</p> <p>Increased customer satisfaction with council services</p> <p>Medium Term Recovery Plan: Economic Wellbeing-Support recovery, resilience and growth of local businesses and attract investment</p> <p>Service Delivery- deliver fit for purpose services, efficiencies and transformation.</p>	<p>Council's Annual Self-Assessment Report 2019/2020 shows Prompt Payment figures for our Council alongside figures for other Councils across Northern Ireland and identifies the need for improvement in this area.</p> <p>From 2015 to date there has been a fluctuation in terms of the number of processing days for invoices. Influential factors include e.g. increase in application of anti-fraud measures, changes in staff, ongoing review of process, and maintaining business continuity. However, Council continues to work to reduce processing times, identifying this as an improvement objective.</p>	<p>Review internal cross-departmental processes for processing creditors' payments.</p> <p>Deliver training on Finance System to all Departments</p>	<p>The average number of calendar days to pay suppliers</p> <p>The number of Departments that have received training on the Finance System</p>	<p>15 days or fewer</p> <p>15 Departments have received training on Council's finance system</p>	<p>More expedient turnaround times on invoice payments to suppliers</p> <p>Improved customer service to those we do business with especially those based within the Borough</p>

Performance Improvement Aspects: Strategic Effectiveness, Service Quality and Efficiency

PERFORMANCE IMPROVEMENT OBJECTIVE 4	LINK TO COMMUNITY PLAN & OR COUNCIL'S CORPORATE PLAN	WHY HAVE WE CHOSEN THIS OBJECTIVE?	WHAT WE WILL DO (ACTIONS)	HOW WILL WE MEASURE? (PERFORMANCE INDICATORS)	WE WILL HAVE SUCCEEDED IF (STANDARDS/TARGETS)	HOW OUR CITIZENS AND STAKEHOLDERS MAY BENEFIT
We will reduce the average number of days' sickness absence lost per employee	<p>Committed Council: Take a one council approach with clear, robust and accountable processes.</p> <p>Increased customer satisfaction with council services.</p> <p>Medium Term Recovery Plan: Economic Wellbeing- Support recovery, resilience and growth of local businesses and attract investment.</p> <p>Service Delivery- deliver fit for purpose services, efficiencies and transformation.</p>	<p>Council's Staff Absenteeism figures shows an increase in the number of days lost over a number of years. Although there has been a consecutive improvement in the last 2 years in the level of short term absence, long term absence continues to be a challenge.</p> <p>The management of absenteeism receives a high focus within the Council and has therefore been identified as an improvement objective.</p> <p>Council is in the process of implementing a new Attendance Management Policy and Procedure to ensure a consistent approach to dealing with absence and address the increased trends.</p>	<p>Continue to manage absence closely.</p> <p>Deliver employee engagement and wellbeing initiatives.</p> <p>Implement and deliver training on the Absence Management policy and procedure to all managers.</p>	<p>The average number of days' sickness absence lost per employee.</p> <p>The average rate of short term absences</p> <p>The average rate of long term absences</p> <p>The number of employee engagement and wellbeing initiatives delivered</p> <p>The percentage of managers who have attended training</p>	<p>16 days or fewer</p> <p>1.4% or lower</p> <p>5% or lower</p> <p>We have delivered 4 employee engagement and wellbeing initiatives during 2021/22</p> <p>At least 90% of all managers have attended training</p>	<p>This objective will contribute to the overall health and well-being of our Borough, as 81% of our employees reside in the Borough.</p> <p>If progress is made then it should also result in better continuity of service delivery.</p>

Performance Improvement Aspects: Strategic Effectiveness, Service Quality, Service Availability and Efficiency

PERFORMANCE IMPROVEMENT OBJECTIVE 5	LINK TO COMMUNITY PLAN & OR COUNCIL'S CORPORATE PLAN	WHY HAVE WE CHOSEN THIS OBJECTIVE?	WHAT WE WILL DO (ACTIONS)	HOW WILL WE MEASURE? (PERFORMANCE INDICATORS)	WE WILL HAVE SUCCEEDED IF (STANDARDS/TARGETS)	HOW OUR CITIZENS AND STAKEHOLDERS MAY BENEFIT
<p>We will increase the number of Council service areas with service standards as an evidence base to inform future performance improvement objectives</p>	<p>Committed Council: Take a one council approach with clear, robust and accountable processes</p> <p>Increased customer satisfaction with council service</p> <p>Medium Term Recovery Plan: Service Delivery- deliver fit for purpose services, efficiencies and transformation.</p>	<p>Our Medium Term Recovery Plan identifies actions for Council to implement which will continue to support the recovery of our organisation and the wider Borough. This includes how we improve service delivery for customers and citizens. The development of Service Standards has been identified as a way to set out the standards of service that should be expected by customers and citizens.</p>	<p>Review the current service standards for Council services and develop service standards where there are gaps</p> <p>Establish performance baseline information on agreed service standards.</p> <p>Develop internal guidance for setting service standards.</p>	<p>The number of service areas with service standards</p> <p>Performance baseline information</p> <p>Service Standards Internal guidance developed.</p>	<p>We have an increased number of service areas with agreed service standards by March 2022</p> <p>Baseline performance information on agreed service standards available by March 2022</p> <p>Internal guidance for setting service standards is developed</p>	<p>There will be a better evidence base available to inform future improvement objectives and provide continuous improvement in service delivery.</p> <p>Customers and citizens will be aware of Council service standards.</p>

Performance Improvement Aspects: Strategic Effectiveness, Service Quality, Service Availability, Fairness

PERFORMANCE IMPROVEMENT OBJECTIVE 6	LINK TO COMMUNITY PLAN & OR COUNCIL'S CORPORATE PLAN	WHY HAVE WE CHOSEN THIS OBJECTIVE?	WHAT WE WILL DO (ACTIONS)	HOW WILL WE MEASURE? (PERFORMANCE INDICATORS)	WE WILL HAVE SUCCEEDED IF (STANDARDS/TARGETS)	HOW OUR CITIZENS AND STAKEHOLDERS MAY BENEFIT
We will implement recommendations from the Building Control and Planning service reviews and improve processing times for building control and planning applications.	<p>Enhanced Place: Increase community understanding and enjoyment of the natural and built environment</p> <p>Revitalised Place: Secure investment in infrastructure and connectivity</p> <p>Medium Term Recovery Plan: Service Delivery- deliver fit for purpose services, efficiencies and transformation.</p>	<p>This objective, which has been carried forward from 2019/20, relates to improvement of the Planning and Building Control application processes for residents and businesses, with the aim of improving customer satisfaction as well as processing times.</p> <p>Service Reviews were carried out by the Planning and Building Control Departments in 2018.</p> <p>The resulting Action Plans identified short, medium and long-term actions to deliver more streamlined, effective, efficient and customer focused services which meet the needs of our customers.</p>	<p>Implement recommendations from the Building Control Service Review</p> <p>Implement recommendations from Planning Service Review</p>	<p>The % of recommendations implemented from the Building Control Service Review.</p> <p>The % of Building Control Domestic Full Plan Applications assessed within 21 days</p> <p>The % of Building Control Non-Domestic Full Plan Applications assessed within 21 days</p> <p>The % of Building Control Domestic & Non Domestic resubmissions assessed within 14 days</p> <p>*The % of recommendations implemented from the Planning service review.</p> <p>*The average processing time of major planning applications</p> <p>*The average processing time of local planning applications The % of planning enforcement cases progressed within 39 weeks (statutory performance standard/target)</p>	<p>60% of recommendations from the Building Control Service Review are implemented by March 2022.</p> <p>66%</p> <p>58%</p> <p>76%</p> <p>*85% of recommendations from the Planning Service Review are implemented by March 2022.</p> <p>*Major planning applications processed from date valid to decision or withdrawn within an average of 30 weeks</p> <p>*Local planning applications processed from date valid to decision or withdrawn within an average of 15 weeks 70% of all planning enforcement cases progressed to target conclusion within 39 weeks)</p>	<p>Improved building control application processes</p> <p>Improved processing times for building control and planning applications</p> <p>Improved understanding of the processes involved</p> <p>Improved Customer Satisfaction with the processes involved in building control and planning applications</p>

Performance Improvement Aspects: Strategic Effectiveness, Service Quality, Service Availability, Efficiency, Sustainability, Innovation

*Statutory Performance Indicators and Standards

