



# **PERFORMANCE IMPROVEMENT PLAN 2024-2025**

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## Foreword from Chief Executive

As a local Council, Armagh City, Banbridge and Craigavon Borough Council has a legal duty to publish improvement objectives each year. We continue to be committed to making things better, delivering better and making services better...using our best efforts to deliver efficiently, economically and to an excellent standard.

During 2023/24, we developed a new Corporate Plan which was launched in April 2024, our improvement objectives are aligned to the new Corporate plan. We have reviewed our services, identified, and consulted on key areas for improvement, outlining what we would do, how we would measure and most importantly how customers and citizens will benefit from these improvements.

As a result, this year we have identified five Performance Improvement Objectives (PIOs) for 2024/25:

PIO 1: We will reduce the total number of days' sickness absence lost per employee.

PIO 2: We will improve the processing times for planning applications.

PIO 3: We will reduce Council's environmental impact through the implementation of the Net Zero Roadmap Analysis and associated Action plan.

PIO 4: We will continue to improve our Communications to our customers on Waste Management Services.

PIO 5: We will improve Communications with our customers on Council services and responsibilities.

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 continuous improvement.

As our local communities continue to deal with everyday social and economic burdens, and the impact of the 'Cost of Living Crisis', it is therefore even more important to clearly demonstrate Council's commitment to providing support to local communities and businesses.

We will continue to work to improve our staff attendance figures.

We are committed to supporting our local businesses, investors, and ratepayers by improving our planning application processing times.

We continue to prioritise the long-term commitment to make our Borough greener and cleaner to minimise the impact of climate change.

Waste management is a service provided to every household in the Borough, so it's vital we learn from residents' feedback and improve our communications in relation to this service area.

Communication and feedback from our customers is important to us, and we are committed to improving our communications on Council service and responsibilities.

The delivery of this Plan will require us to continue to work effectively and efficiently with the support of our valuable staff and trade union colleagues. We will report on the Plan as part of our annual Performance Self-assessment Report which will be published in September 2025.

A handwritten signature in black ink, appearing to read 'R Wilson', with a horizontal line underneath.

Roger Wilson, Chief Executive June 2024

## 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 2024 - 25 in line with our statutory duty under the Local Government Act 2014 to publish an annual Performance Improvement Plan. As per Department for Communities (DfC) Government Guidance, Council's identified improvement objectives are based on a strong evidence base, an understanding of our citizens' needs, and were selected on basis of critical self-analysis.

In drafting the performance improvement objectives, we also took cognisance of the DOE Guidance (March 2016), the Borough's Community Plan and the Council's previous Corporate Plan and the draft Corporate Plan (2023-2027). Reference was also made to information relevant to Council's operational delivery such as previous performance, and local and regional strategies as well as feedback received from the NIAO during the 2023 Performance Audit. The process, which is explained in more detail later in this document (Appendix 1), enabled us to identify five proposed Performance Improvement Objectives for 2024-2025 which on approval of Council were subject to an 8 week public consultation from 26 March to 21 May 2024.

An analysis of the responses and feedback provided was carried out and provided assurances that our proposed Improvement Objectives for 2024-2025 are appropriate. Comments and feedback have been summarised and forwarded to relevant departments and business units for consideration. More detail on the consultation process and responses can be found at Appendix 2.

## Duty to Improve & Continuous Improvement

In line with the Statutory Duty to put in place arrangements 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 NIAO Audit & Assessment Report 2023-24 relating to Council's statutory duty for continuous improvement and Certificate of Compliance was received by Council in November 2023. The report summarises the work of the Local Government Auditor (LGA) on the 2023-24 performance improvement audit and assessment undertaken in September-November 2023.

The report considered the wider statutory duty and focused on the Council's Performance Improvement Plan 2023-24 and Self-Assessment Report for 2022-23 and sets out LGA findings and conclusions. Contained within the report are detailed observations on thematic areas and contained one proposal for improvement. It should be noted that any proposals for improvement do not constitute formal recommendations.

The Certificate of Compliance outlines that Council had discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Act as a result of the assessment, the Council had discharged its duties under Part 12 of the Act and had acted in accordance with the Department for Communities' guidance sufficiently. It also outlines the Council had demonstrated a track record of ongoing improvement and that NIAO believe that the Council is likely to comply with Part 12 of the Act during 2023-24.

Appendix 3 shows how through Council's Strategic Management Approach performance improvement plans link to the Council's Corporate Plan and other strategies. Council's Performance Management Framework 2019 details how all the arrangements and governance elements within

Council work towards continuous performance improvement. You can access the Performance Management Framework [here](#). The Framework is currently being reviewed and updated and will incorporate a new focus on the use of data to become a Performance and Quality Management Framework.

## Progress with Council’s Improvement Objectives 2023/24

As part of the process to identify improvement objective for 2024/25, during Autumn/Winter 2023 a review of Councils 2023/24 Performance Improvement Objectives was undertaken. Progress in each were reviewed and as set out below, providing a rationale to determine if they should be carried forward into 2024/25.

Where an improvement objective has not been taken forward from 2023-24 to 2024-25 or has changed focus, the reasons are outlined below.

PIOs 2023/24	PIOs 2024/25	Progress /Rationale	Status
<p><b>PIO1: We will reduce the average number of days’ sickness absence lost per employee.</b></p>	<p><b>PIO1: We will reduce the *total number of days’ sickness absence lost per employee.</b></p> <p><i>*Reflects how measured more accurately</i></p>	<p>Council is committed to reducing absence levels and the Mid-Year Performance Report outlined the work that has been conducted to date. Council have demonstrated their investment in this performance improvement objective through the provision of a Lead Officer and the delivery of training courses and health and wellbeing sessions throughout the year.</p> <p>Whilst progress at mid-year indicated that Council was on track to meet the target of 16 days with the number of days lost to short term absence decreased, it was acknowledged that as Council entered the later part of the year, the potential for increase in sickness levels. Trends in terms of the types of illness remain unchanged; with Chest/Respiratory (which encompasses covid related illnesses), Stress/Depression/Mental Health and Musculoskeletal being the top 3 reasons for absence.</p>	<p><b>Retained</b></p> <p>This improvement objective has been retained for 2024/25.</p>

		<p>Actions in relation to provision of mental health first aid training has fallen behind. This has been attributed to the limited availability of training providers and the commitment involved from staff.</p> <p>With staff being the most valuable resource Council recognise that this is a long-term objective, and it is recommended therefore to carry it forward into 2024/25.</p>	
<p><b>PIO 2: We will improve the processing times for building control and planning applications.</b></p>	<p><b>PIO 2: We will improve the processing times for planning applications.</b></p>	<p>The Mid-Year Performance Report demonstrated that substantial progress has been made on relation to the overall improvement objective. As at Year End Building Control had met all their processing times.</p> <ul style="list-style-type: none"> <li>- <b>68%</b> of Building Control Domestic Full Plan Applications assessed within 21 days (Target: 62%)</li> <li>- <b>74%</b> of Building Control Non-Domestic Full Plan Applications assessed within 35 days (Target: 54%)</li> <li>- <b>85%</b> of Building Control Domestic &amp; Non-Domestic resubmissions assessed within 14 days. (Target: 75%)</li> </ul> <p>As at Mid-Year and Quater 3, verified DFI statistics confirmed Planning had met their major processing times and fallen short on the processing time for local planning applications.</p> <p>Council is committed to continually improving processing time and as these are statutory indicators they will continue to be monitored and reported on regularly and as part of the annual Performance Self-Assessment Report.</p> <p>The 2023 NIAO performance improvement audit and assessment report stated that Council should avoid using statutory performance indicators as the basis of an objective in themselves and should consider more varied areas of focus. This has been noted; however, it is recommended that the element relating to planning processing times it is carried forward into 2024/25.</p>	<p><b>Retained/ Revised</b></p> <p>This improvement objective has been retained and revised for 2024/25.</p>



<p><b>PIO 3: We will develop a Net Zero Roadmap Analysis and agree recommendations to begin to reduce Council's emissions in a cost and carbon effective way.</b></p>	<p><b>PIO 3: We will reduce Council's environmental impact through the implementation of the Net Zero Roadmap Analysis and associated Action plan.</b></p>	<p>The Mid-Year Performance Report demonstrated that Council was on track to ensure delivery of this improvement objective. Significant work has been undertaken in the development of the Net Zero Roadmap to date ensuring that it is fit for purpose and relevant to the organisation.</p> <p>Additional work has also been conducted in relation to data capture and establishment of relevant baseline data at specific Council locations. Technological options are also being considered to assist with energy monitoring and data capture.</p> <p>It is acknowledged that this is a long-term objective for Council and the new corporate plan commits Council over the next 4 years to 'Actively respond to the climate crisis and support others to do likewise'. There still remains a significant amount of work to be conducted to ensure successful delivery of the Net Zero Roadmap.</p> <p>It is recommended that we revise the current improvement objective to reflect the progress that has been achieved to date and to define the focus for 2024/25. This has subsequently been retained and revised for 2024/25.</p>	<p><b>Retained/Revised</b></p> <p>This improvement objective has been retained and revised for 2024/25.</p>
<p><b>PIO 4: We will improve our Communications to our customers on Waste Management.</b></p>	<p><b>PIO 4: We will <u>continue</u> to improve our Communications to our customers on Waste management Services.</b></p>	<p>The Mid-Year Performance Report demonstrated that this improvement objective is on target. Significant work has been conducted including a dedicated Communications Officer, regular communications team meetings within the Environmental Services Department, the update of the waste management section of the Council 's website and introduction of a Frequently Asked Questions Section. Regular meetings have facilitated the development and delivery of a monthly communications action plan.</p> <p>Analysis of various communication channels suggest that there is still an opportunity for improvement around waste communications and in addition to this more communication around Council and non-council services.</p> <p>In light of this evidence, it is recommended that this PIO is retained and revised for 2024/25.</p>	<p><b>Retained/Revised</b></p> <p>This improvement objective has retained and revised 2024/25</p>

	<p><b>PIO 5: We will improve Communications with our customers on Council services and responsibilities.</b></p>	<p>This is a new improvement objective for 2024/25.</p> <p>Analysis from the email communications received via Council info@ and complaints@ email addresses identified an opportunity for improvement in communications around Council services and responsibilities.</p>	<p><b>New</b></p> <p>This is a new improvement objective for 2024/25</p>
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## **Performance Improvement Objectives 2024-2025**

5 Performance Improvement Objectives for 2024- 2025:

*PIO 1: We will reduce the total number of days' sickness absence lost per employee.*

*PIO 2: We will improve the processing times for planning applications.*

*PIO 3: We will reduce Council's environmental impact through the implementation of the Net Zero Roadmap Analysis and associated Action plan.*

*PIO 4: We will continue to improve our Communications to our customers on Waste Management Services.*

*PIO 5: We will improve Communications with our customers on Council services and responsibilities.*

A detailed summary of each of the Improvement Objectives is set out at Appendix 4.

## Improvement Objective 1:

*We will reduce the total number of days' sickness absence lost per employee.*

 <p><b>Why</b></p>	<ul style="list-style-type: none"> <li>- This objective has been carried forward from 2023/24.</li> <li>- Trends remain largely unchanged with Chest/Respiratory, Stress/ Depression Mental Health and Musculoskeletal as the main reasons for absence.</li> <li>- The management of absenteeism continues to receive a high focus within Council and therefore remains as an improvement objective for 2024/25.</li> </ul>
 <p><b>What Action will we take</b></p>	<ul style="list-style-type: none"> <li>- Continue to monitor and manage absence closely.</li> <li>- Continue to provide HR support to line managers enabling them to effectively manage staff absence.</li> <li>- Develop and implement an annual Staff Health &amp; Wellbeing Action Plan.</li> <li>- Deliver initiatives / activities aligned to the main reasons for absence.</li> <li>- Maintain the number of Mental Health First Aider Champions (MHFA) within Council and provide refresher training as required.</li> <li>- Communicate MHFA Champions to staff.</li> <li>- Develop Hybrid Working policy</li> </ul>
 <p><b>How we will measure progress</b></p>	<ul style="list-style-type: none"> <li>- Target of 16 days or lower, for the total sickness absence lost per employee.</li> <li>- Target of 1.4% or lower, for the average rate of short-term absences</li> <li>- Target of 5% or lower for, the average rate of long-term absences</li> <li>- Health and wellbeing initiatives/activities delivered across the main themes of absence.</li> <li>- Staff Health &amp; Wellbeing Action plan delivered by March 2025.</li> <li>- Maintain a min of 85% Mental Health First Aiders provision at March 2025.</li> <li>- Hybrid Working policy developed and implemented by March 2025</li> </ul>
 <p><b>Benefits to you</b></p>	<ul style="list-style-type: none"> <li>- This objective will contribute to the overall health and well-being of our Borough, as a large majority of our employees reside in the Borough.</li> <li>- If progress is made, then it should also result in better continuity of service delivery.</li> </ul>



**Who is  
responsible**

The Senior Responsible Officers (SRO's) for this Objective in conjunction with the HR&OD Department are

- Deputy Chief Executive.
- Director of Development, Community & Wellbeing
- Director of Regulatory Services, Facilities & Assets
- Director of Environmental Services & Sustainability

**Improvement Objective 2: *We will improve the processing times for planning applications.***

 <p><b>Why</b></p>	<p>This objective has been revised and carried forward from 2023/24.</p> <ul style="list-style-type: none"> <li>- It relates to improvement of the application processes, with the aim of improving customer satisfaction as well as processing times.</li> <li>- Acknowledgement ABC Council fall below meeting the statutory processing times of local planning applications.</li> </ul>
 <p><b>What Action will we take</b></p>	<ul style="list-style-type: none"> <li>- Regular internal monitoring and reporting on statistics against Statutory targets, in advance of verified data.</li> <li>- Report on performance against the 3 Statutory Targets using statistical information provided by Department for Infrastructure quarterly bulletin (DfI)</li> <li>- Actively manage staff absenteeism and vacancies within the department during the course of the year.</li> <li>- Continue to contribute as a partner, to the delivery of Cross Government Planning Improvement Programme which is aimed at making the Planning system in Northern Ireland more effective and efficient.</li> </ul>
 <p><b>How we will measure progress</b></p>	<ul style="list-style-type: none"> <li>- The Average processing time for Major planning applications - <b>30 weeks</b></li> <li>- The Average processing time for Local planning applications- <b>15 weeks</b></li> <li>- <b>70%</b> of all planning enforcement cases progressed to conclusion within <b>39 weeks</b>.</li> <li>- Target of 16 days or lower, for the sickness absence lost per employee</li> </ul>
 <p><b>Benefits to you</b></p>	<ul style="list-style-type: none"> <li>- Improved processing times for planning applications</li> <li>- Improved understanding of the processes involved</li> <li>- Improved Customer Satisfaction with the processes involved in planning applications</li> </ul>
 <p><b>Who is responsible</b></p>	<p>The Senior Responsible Officer (SRO) for this objective in conjunction with Planning Department is the</p> <ul style="list-style-type: none"> <li>- Director of Regulatory Services, Facilities &amp; Assets</li> </ul>


### Improvement Objective 3:

*PIO 3: We will reduce Council's environmental impact through the implementation of the Net Zero Roadmap Analysis and associated action plan.*



 <p><b>Why</b></p>	<ul style="list-style-type: none"> <li>- This objective has been retained and revised for 2024/25</li> <li>- Work has been undertaken in the development of the Net Zero Roadmap to date ensuring that it is fit for purpose and relevant to the organisation.</li> <li>- Council acknowledges this is a long term objective and that there is still a significant amount of work to be carried out to ensure successful delivery of the Net Zero Roadmap.</li> <li>- The new Corporate Plan has committed to 'Actively respond to the climate crisis and support others to do likewise'</li> </ul>
 <p><b>What Action will we take</b></p>	<ul style="list-style-type: none"> <li>- Compile a Net Zero Carbon Roadmap.</li> <li>- Develop a cross departmental comprehensive action plan looking at internal and external mitigating measures to reduce carbon emissions.</li> <li>- Identify areas of improvement in terms of energy usage and cost savings.</li> <li>- Reduce energy consumption over 4 identified sites.</li> <li>- Engagement with other sectors in the Borough.</li> </ul>
 <p><b>How we will measure progress</b></p>	<ul style="list-style-type: none"> <li>- Net Zero Carbon Roadmap finalised by the end of September 2024.</li> <li>- Approved Action plan developed including objectives responsibilities and timelines by end of September 2024.</li> <li>- Quarterly monitoring and progress reviewed.</li> <li>- Specific Feasibility studies and associated business cases commenced for identified areas of improvement by the end of March 2025.</li> <li>- 3% of Energy Consumption reduction across 4 sites by March 2025.</li> </ul>
 <p><b>Benefits to you</b></p>	<ul style="list-style-type: none"> <li>- There will be a clear plan in place to move Council towards Net Zero by 2050.</li> <li>- Help set meaningful targets for the reduction of energy and resource consumption from 2024 onwards.</li> <li>- In the long term there will be a positive impact on the health and well-being of our citizens.</li> </ul>
 <p><b>Who is responsible</b></p>	<p>The Senior Responsible Officer (SRO) for this Objective in conjunction with the Climate, Sustainability &amp; Parks Services Department is the</p> <ul style="list-style-type: none"> <li>- Director of Environmental Services &amp; Sustainability</li> </ul>

#### Improvement Objective 4:

*We will continue to improve our Communications to our customers on Waste Management services.*






 <p><b>Why</b></p>	<ul style="list-style-type: none"><li>- Our improvement objectives are based on understanding our customer's needs.</li><li>- This objective has been carried over and revised for 2024/25.</li><li>- Analysis of a number of sources of data including Info@ analysis / Social Media /Council's Consultation Hub etc suggest that there is still an opportunity for improving communications on waste management.</li></ul>
 <p><b>What Action will we take</b></p>	<ul style="list-style-type: none"><li>- Implement an in cab digital data information system as part of the Environmental Services improvement project.</li><li>- Continue to review and update the Waste Management section of the Council's website.</li><li>- Provide standardisation of relevant, accurate and up to date information on appropriate communication channels</li><li>- Undertake regular Analysis of Customer communication methods including Contact Us/ complaints@/ ES reports/ Website hits/ ABC Council App Usage/social media</li><li>- Develop and implement an annual Environmental Services Communication Plan</li><li>- Environmental Services to undertake a customer satisfaction survey</li></ul>
 <p><b>How we will measure progress</b></p>	<ul style="list-style-type: none"><li>- 80% of waste collection service using in- cab technology</li><li>- Ongoing review and update of Waste Management section on website, including Frequently Asked Questions</li><li>- Quarterly review of customer communications.</li><li>- Customer satisfaction survey completed, and feedback reviewed by 31 March 2025.</li><li>- 11,000 customers using ABC Council Residents App</li><li>- Quarterly review of Departmental communications plan</li><li>- Quarterly Analysis of customer enquiries from a number of communication channels</li><li>- Quarterly review/monitoring number of hits on website section</li><li>- Regular Review of waste management service requests reports</li></ul>



 <p><b>Benefits to you</b></p>	<ul style="list-style-type: none"> <li>- Increased customer satisfaction with information about Waste Management services.</li> <li>- Providing customers with improved accessible information on Waste Management Services on a range of channels.</li> <li>- Expedite response to customer enquiries as relevant information is more easily navigated on Council's website</li> </ul>
 <p><b>Who is responsible</b></p>	<p>The Senior Responsible Officer (SRO) for this Objective in conjunction with the Head of Environmental Services and Communications Team is:</p> <ul style="list-style-type: none"> <li>- Director of Environmental Services &amp; Sustainability</li> </ul>


## Improvement Objective 5:

*We will improve Communications with our customers on Council services and responsibilities.*

 <p><b>Why</b></p>	<ul style="list-style-type: none"> <li>- This is a new improvement objective for 2024/25.</li> <li>- From analysis of email communication there is an opportunity for improvement on communications around Council Services and responsibilities.</li> </ul>
 <p><b>What Action will we take</b></p>	<ul style="list-style-type: none"> <li>- Review Council's main website and include a section clearly outlining Council services and responsibilities.</li> <li>- Provide contact/links to external organisations for services which customers often confuse with Council services.</li> <li>- Provide generic email addresses for Council Departments and functions.</li> <li>- Use social media channels to send out communications at prescribed times in relation to Council Services and responsibilities.</li> </ul>
 <p><b>How we will measure progress</b></p>	<ul style="list-style-type: none"> <li>- Develop and section on the Council' s website by 31 March 2025.</li> <li>- 5% reduction in email enquiries via the Council mailboxes and JotForm in relation to Council &amp; non-council services</li> <li>- Quarterly monitoring of the number of hits on website section</li> <li>- Quarterly monitoring of the Social Media Posts</li> </ul>
 <p><b>Benefits to you</b></p>	<ul style="list-style-type: none"> <li>- Provide customers with more direct access to the correct Council Department in relation to their enquiry.</li> <li>- Provide clarity to customers on the range of services for which Council provides.</li> <li>- Provide customers with contact details of non – Council services and other relevant organisations.</li> <li>- Increased efficiency on addressing customer requests/ enquires.</li> <li>- Improved customers understanding of the range of Council Services and Responsibilities</li> <li>- Providing customers with improved accessible information on council services and responsibilities.</li> </ul>
 <p><b>Who is responsible</b></p>	<p>The Senior Responsible Officers (SRO) for this Objective in conjunction with Communication Team are</p> <ul style="list-style-type: none"> <li>- Deputy Chief Executive</li> <li>- Director of Environmental Services &amp; Sustainability</li> <li>- Director Of Regulatory Services, Facilities &amp; Assets</li> <li>- Director of Development, Community &amp; Well Being</li> </ul>

## **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 below:

<p style="text-align: center;"><b>Statutory Indicators &amp; Standards</b></p> <p style="text-align: center;"><b>Performance Indicators</b></p>	<p style="text-align: center;"></p> <p style="text-align: center;"><b>Standards/Targets</b></p>
<p>The number of jobs promoted through business start-up activity.</p> <p>(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)</p>	<p style="text-align: center;">179 (Statutory target)</p>
<p>The average processing time of major planning applications.</p> <p>(An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015 (a))</p>	<p style="text-align: center;">30 weeks</p>
<p>The average processing time of local planning applications.</p> <p>(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)</p>	<p style="text-align: center;">15 weeks</p>
<p>The percentage of planning enforcement cases processed within 39 weeks.</p> <p>(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)</p>	<p style="text-align: center;">70%</p>
<p>The percentage of Municipal waste collected by district Councils that is sent for recycling (including waste prepared for reuse).</p>	<p>The Climate Change Act (Northern Ireland) 2022 requirement for at least 70% of waste to be recycled by 2030.</p> <p>Interim target of 55% by 2025 has been set.</p> <p>The Waste (Circular Economy) Regulations (Northern Ireland) 2020 amended the Waste and Contaminated Land (Northern Ireland) Order 1997:</p> <ul style="list-style-type: none"> <li>○ 65% of municipal waste prepared for re-use and recycling by 2035, <b>(Interim 55% by 2025, 60% 2030)</b></li> <li>○ The amount of municipal waste sent to landfill to be reduced to <b>10% or less of the total amount of municipal waste generated (by weight) by 2035)</b></li> </ul>
<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. (Targets set via NILAS)</p>	<p>NI Landfill Allowance Scheme (NILAS) has not set a target for 2024/25.</p> <p>An internal target of 3,641 tonnes has been set</p>

	Non-Statutory Targets: measures to be taken to ensure that the amount of municipal waste landfilled is reduced to 10% or less of the total amount of municipal waste generated by 2035.
The amount (tonnage) of Local Authority Collected Municipal Waste arising (The total amount of waste collected)	No statutory target has been set for 2024/25

## Self-imposed Performance Indicators and Service Standards

In addition to the statutory performance indicators, we include a series of self-imposed performance measures (performance indicators and standards/targets) within all Business Plans for 2024/25 which will be monitored and reported on in line with our existing Performance & Quality Management Framework.

Council service standards will be monitored and reviewed in line with our Quality Management System (QMS) reporting, regulatory changes, and business planning to manage risk and ensure that departments are on track allowing for remedial action to be implemented if appropriate.

Work is ongoing to align Service Standards into the new Quality Management System (QMS). The development of the system is bringing together key corporate and departmental performance data, that is relevant and informative, and will assist in decision making and continuous improvement.

## Management, Reporting and Governance Arrangements

We are committed to ensuring continuous improvement in the delivery of our services across **all** areas of the organisation. This publication is our 'forward-looking' Performance Improvement Plan for 2024- 2025 that fulfils, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014.

Whilst we have identified 5 performance improvement objectives, this in no way prescripts or limits Council's commitment to continuous improvement in all services/functions; it does however concentrate efforts and limited resources, on monitoring and review of those key areas we wish to improve on in 2024/25.

Our Performance Management approach is aligned to a number of key strategic plans, including the Borough's Community Plan, our Corporate Plan, and our Performance Improvement Plan. The approach is carried through into our Business Plans, other action plans as well as with team and individual performance development conversations. The process is support by reporting and monitoring a corporate, department and team level as appropriate.

Council has made a concerted effort to build on the work so far and ensure that all aspects of quality management are consolidated within our performance and quality management framework. An updated Performance & Quality Management Framework to reflect new organisational management structure effective from April 2024, finalised and approved later in the year.

A six-monthly progress report on the 2024-2025 Performance Improvement Plan will be presented to the Council's Executive Management Team and Council's Performance and Audit Committee as part of a new Quarterly Corporate Performance Management Report for the P&A Committee.

A Corporate Performance Report, an organisational summary of progress is also presented and reported to the Performance & Audit Committee on a quarterly basis. The annual Performance Self- Assessment Report will be published no later than 30<sup>th</sup> September 2024.

By 30 September 2025, we will publish a retrospective Annual Performance Self-Assessment Report, setting out details of how we have performed during 2024-2025 against this Performance Improvement Plan; including the statutory performance indicators and standards for Economic Development, Planning and Waste, self-imposed indicators and standards, service 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 indicators and standards/targets:

- Inclusion within Performance Improvement Plan, with progress monitored on bi-annual basis by the Performance & Audit Committee.
- Inclusion within relevant 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 standard/targets and service standards:

- Inclusion within business plans and the New Quality Management System (QMS), with progress being monitored on a monthly basis by Department Management Teams, quarterly by Directorate Management Teams and twice per year by the Executive Management Team.
- Business Plan Progress reporting to relevant Council service committees. The committee reports are published on our Council website. <https://abc.public-minutes.com/>
- Progress monitored by the Council's Performance & Audit Committee through the quarterly Performance Management reports the annual Performance Self-Assessment reports

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.

For further information on Council's Performance, including corporate publications, self-assessment and NIAO report, please see link below:

[Performance Improvement - Armagh City, Banbridge and Craigavon Borough Council \(armaghbanbridgecraigavon.gov.uk\)](http://armaghbanbridgecraigavon.gov.uk)



## Always seeking to Improve.....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:

<b>Email:</b>	<a href="mailto:performance@armaghbanbridgecraigavon.gov.uk">performance@armaghbanbridgecraigavon.gov.uk</a>
<b>Telephone:</b>	0300 0300 900
<b>In Writing:</b>	Strategy and Performance Department
	Armagh City, Banbridge and Craigavon Borough Council
	Armagh Old City Hospital
	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.

## Identifying Performance Improvement Objectives: *how we identified improvement areas and timeline for implementation*

As per Department for Communities (DfC) Government Guidance, we identified our improvement objectives based on:

1. a strong evidence base,
2. an understanding of our citizens' needs,
3. correspond directly with Council's priorities in the new Corporate Plan, and
4. selected on basis of critical self-analysis.

Subsequently, in developing the *proposed* Performance Improvement Objectives 2024/25 analysis was undertaken of a number of sources of evidence / data/ information/ trends, performance reports, committee reports etc.

Internal analysis and engagement within Council took place during Autumn/ Winter 2023 with senior management and Council officers from across Directorates including:

- **self-analysis** by individual Heads of Department, reviewing Departmental data/information, Business Plan progress, performance & risk management data and information, 2023/24 Mid-Year Self-assessment report
- **peer analysis** at Head of Department / Directorate team meetings with Directors and Executive Management Team members and finally,
- **independent critical analysis** by the Strategy & Performance Department.

Based on the knowledge, data and evidence sourced, 5 Performance Improvement Objectives 2024-2025 were identified and approved by Council for public consultation. An 8-week Public Consultation exercise took place 26 March – 21 May 2024. Further detail on the Consultation process and responses can be found in Appendix 2.

The timeline included 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 - Development of Performance Improvement Plan 2024/25

<b>July – Sept 2023</b>	<ul style="list-style-type: none"> <li>➤ Preparation for NI Audit Office: audit fieldwork</li> <li>➤ Annual Performance Self-Assessment Report for 2022-23 presented to EMT, Committee and Full Council, ahead of publication by 30 September 2023</li> <li>➤ Initiate Departmental Business Planning process for 2024-25.</li> <li>➤ Review of Performance Improvement Objectives 2022/23</li> <li>➤ Initiate internal engagement to review, identify Performance Improvement Objectives for next year: 2024-25.</li> <li>➤ Desktop analysis of Evidence / data/ information/ trends, performance reports, committee reports etc. examined as primary sources of evidence for identification of areas for improvement</li> </ul>
<b>Oct – Dec 2023</b>	<ul style="list-style-type: none"> <li>➤ 6 monthly progress updates on Departmental Business Plans to Service Committees</li> <li>➤ Mid-Year Performance Report on 2023/24 presented to senior management, Committee and Council</li> <li>➤ Ongoing engagement &amp; support with Departments for development of Business Planning (2024/25) Process</li> <li>➤ Ongoing engagement on development of the proposed Performance Improvement objectives and Plan for 2024-25 in line with departmental business planning process across council.</li> <li>➤ Ongoing Business Planning, Efficiency &amp; Estimates Process for 2024-25</li> <li>➤ Ongoing support/ liaison with NI Audit Office and departments on Performance Audit</li> <li>➤ Final NIAO Section 95 Report on Audit issued November 2023</li> </ul>
<b>Jan – Mar 2024</b>	<ul style="list-style-type: none"> <li>➤ Draft Improvement Objectives for public consultation presented to Senior Managers, recommended to Executive Management Team (EMT)</li> <li>➤ Draft Performance Improvement Objectives reported to Governance Resources and Strategy Committee and Council for approval.</li> <li>➤ Council strikes the Rate for 2024/25 (February)</li> <li>➤ Ongoing engagement with Departments on development of 2024/25 Business Plans.</li> <li>➤ Public consultation on Draft Improvement Objectives opened 26 March 2024</li> </ul>
<b>Apr – June 2024</b>	<ul style="list-style-type: none"> <li>➤ Public consultation on Proposed Improvement Objectives closed 21 May 2024</li> <li>➤ Consultation responses collated and summary report presented to senior management.</li> <li>➤ Draft Performance Improvement Plan 2024-25 reported to senior management, GRS Committee and Full Council for approval.</li> <li>➤ Performance Improvement Plan 2024/25 published on Council's website by 30 June 2024</li> <li>➤ New 2024/25 Business Plans presented to Service Committees</li> <li>➤ Year End Annual Reports on 2023/24 Departmental Business Plans presented to Service Committees</li> <li>➤ Preparation of Annual Performance Self-Assessment Report for 2023/24</li> </ul>

## Consultation Process & Responses

The 5 proposed draft performance improvement objectives for 2024/25, were subject to an 8 week public consultation, from 26 March to 21 May 2024.

During the public consultation period Elected Members and Council staff as well as Trade Unions representatives were also encouraged to provide further feedback on the draft performance improvement objectives.

The proposed Performance Improvement Objectives were therefore developed taking into account the views of internal and external stakeholders.

1. Internal: Employees including the Senior Leadership Team, trade unions and Elected Members
2. External: Citizens/customers, communities, businesses, and other stakeholders.

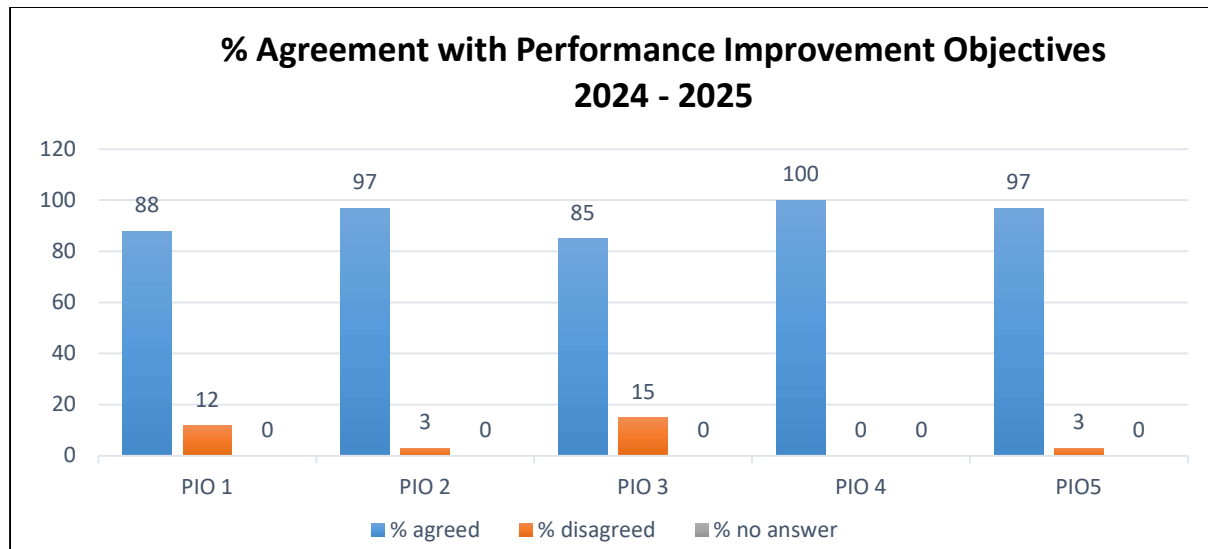
In the Consultation document we provided further detail on each of the five Performance Improvement Objectives, including:

- How each objective links with 'Connected' - our Community Plan,
- How each objective links to the themes and commitments within our Corporate Plan
- 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 previous timeline, outlines the internal consultation within Council that took place, exploring potential areas for improvement, and the synergies between corporate, business planning, efficiency and estimate setting processes. It also indicates that we undertook the necessary public consultation exercise in line with our Public Consultation Policy. We used social media, Community Planning partners' contacts, business e-zine, community networks, emails to Section-75 groups, other councils, staff memos, intranet promotion, informed the Trade Unions and made hard copies of the consultation document available in each of the three main Council civic buildings in Armagh, Banbridge and Craigavon.

34 responses were received. This represents a downward trend in response rate, with 70 responses received in 2023/24 and 57 in 2022/23. The majority of respondents were residents in the Borough and heard about the consultation from our social media platforms.

We have carried out an analysis of the responses received and are confident that the rate of agreement by respondents provides assurance that our proposed performance improvement objectives for 2024-2025 are appropriate. The analysis is set out below.



The diagram shows between 85% and 100%—of consultees agreed with the 5 proposed improvement objectives.

The comments received were summarised and forwarded to relevant departments for consideration in line with their business plans and service delivery. The relevant departments will provide general feedback to the comments received that will be used to provide responses via the 'We asked, You Said, We Did' section of the Council's Consultation Hub. This will be then uploaded to the Consultation Hub, thereby closing the feedback loop on the consultation process.

## Link to Community Plan/Other Plans & Strategies

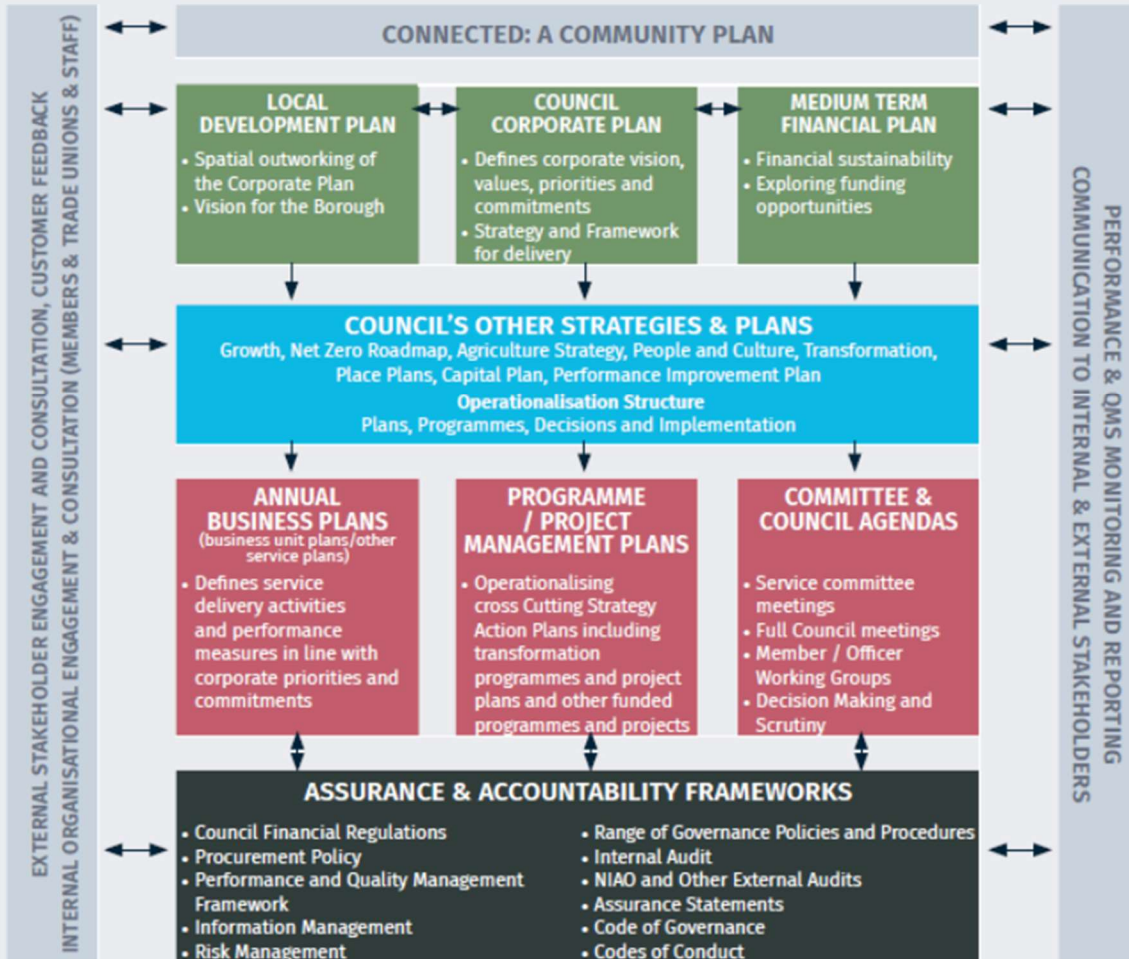
**Identifying and communicating the Council's vision of its purpose and intended outcomes for citizens and service users.**

The Council's Strategic Approach to Management is represented in the Diagram below demonstrating how all the component parts align and work together in the delivery of Council services. It seeks to link the overarching Council objectives to service and individual work plans, making clear the contribution individuals make towards achieving strategic outcomes. The diagram also demonstrates the other elements that make up our accountability and assurance and performance management framework supported by two way stakeholder and customer engagement, consultation, and feedback.

# ARMAGH CITY, BANBRIDGE & CRAIGAVON BOROUGH COUNCIL STRATEGIC MANAGEMENT APPROACH

## OPERATING ENVIRONMENT Regional, National Strategies and Partnerships

Immediate Influencers - Political Stability and Direction | Health of the Economy | Labour Market - skills, capacity and availability



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.

Our 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 9 long-term outcomes. Our 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. Finally, our annual departmental business plans will detail the **HOW**. Giving staff and Elected Members the detail on actions, which departments are taking to achieve the corporate plan commitments.

Our Corporate Plan has been developed, with our vision aligned to the Community Plan 2017-2030. The new Corporate Plan identifies 5 priorities which Council will deliver:

- Environment and Place,
- Community Wellbeing,
- Economic Growth,
- Service Delivery
- Staff Leadership and Resources

A copy of Council's Corporate Plan can be found here:

<https://www.armaghbanbridgecraigavon.gov.uk/council/corporate-publications/>



**Draft Performance Improvement Objectives identified for 2024-25**

The tables below provide 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/ Council Draft Corporate Plan 2023-2027	Why have we chosen this Objective?	What we will do (Actions)	How do we measure (Performance Indicators)	We will have succeeded if (Standards/Targets)	How our citizens and stakeholders may benefit
We will reduce the total number of days sickness absence lost per employee.	<p><b>Service Delivery:</b> Continuously review to improve our services.</p> <p>Monitor and report our performance.</p> <p><b>Staff, Leadership and Resources:</b> Value staff and be civic leaders.</p>	<p>This objective has been carried forward from 2023/24.</p> <p>Trends remain largely unchanged with Chest/Respiratory, Stress/ Depression Mental Health and Musculoskeletal as the main reasons for absence. Reviewing the annual 2023/24 targets for staff absences with the Mid-year position 2022/23, Council is on target with the sickness absence figures. The management of absenteeism continues to receive a high focus within Council and therefore remains as an improvement objective for 2024/25.</p>	<p>Continue to monitor and manage absence closely.</p> <p>Continue to provide HR support to line managers enabling them to effectively manage staff absence.</p> <p>Develop and implement annual Staff Health &amp; Wellbeing Action Plan.</p> <p>Deliver initiatives / activities aligned to the main reasons for absence.</p> <p>Maintain the number of Mental Health First Aider Champions (MHFA) within Council and provide refresher training as required, and review learning from their experiences.</p> <p>Communicate MHFA Champions to staff</p> <p>Develop Hybrid Working Policy</p>	<p>The total 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>Health &amp; Wellbeing Action plan delivery</p> <p>Wellbeing initiatives delivered across main themes of absence.</p> <p>Number of Mental Health First Aiders</p> <p>Regular communication and promotion of Mental Health First Aid service.</p> <p>Policy approved</p>	<p>16 days or lower</p> <p>1.4% or lower</p> <p>5% or lower</p> <p>Action Plan delivered by March 2025</p> <p>Health and Wellbeing initiatives/activities delivered across the main themes of absence</p> <p>Maintain a min of 85% of Mental Health First Aiders provision available in March 2025</p> <p>By end March 2025</p>	<p>This objective will contribute to the overall health and well-being of our Borough, as a large majority 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, Fairness*

Performance Improvement Objective 2	Link to Community Plan/ Council Draft Corporate Plan 2023-2027	Why have we chosen this Objective?	What we will do (Actions)	How do we measure (Performance Indicators)	We will have succeeded if (Standards/Targets)	How our citizens and stakeholders may benefit
We will improve processing times for planning applications	<p><b>Service Delivery:</b> Continuously review to improve our services.</p> <p>Monitor and report our performance.</p> <p><b>Environment and Place:</b> Shape our places to be attractive, accessible, healthy, safe, and clean</p>	<p>This objective has been revised and carried over from 2023/24. the Building Control element has been removed and focus is now concentrated on processing times for planning applications.</p> <p>The Planning Department is currently meeting the targets for major planning applications however it has fallen short on the local planning applications target. Official Enforcement Cases data has not been available.</p>	<p>Regular internal monitoring and reporting on statistics against Statutory targets, in advance of verified data.</p> <p>Report on performance against the 3 Statutory Targets using statistical information provided by Department for Infrastructure quarterly bulletin (DfI)</p> <p>Actively manage staff absenteeism and vacancies within the department during the course of the year.</p> <p>Continue to contribute as a partner, to the delivery of Cross Government Planning Improvement Programme which is aimed at making the Planning system in Northern Ireland more effective and efficient.</p>	<p>*The average processing time of major planning applications</p> <p>*The average processing time of local planning applications</p> <p>The % of planning enforcement cases concluded within 39 weeks (<i>*statutory performance indicator</i>)</p> <p>Presentation of Committee reports</p> <p>The total number of days sickness absence lost per employee</p>	<p><b>30 weeks</b></p> <p><b>15 weeks</b></p> <p>70%</p> <p>Quarterly</p> <p>16 days or lower</p>	<p>Improved processing times for planning applications</p> <p>Improved understanding of the processes involved.</p> <p>Improved Customer Satisfaction with the processes involved in planning applications</p>

*Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness, Efficiency.*

Performance Improvement Objective 3	Link to Community Plan/ Council Draft Corporate Plan 2023-2027	Why have we chosen this Objective?	What we will do (Actions)	How do we measure (Performance Indicators)	We will have succeeded if (Standards/Targets)	How our citizens and stakeholders may benefit
We will reduce Council's environmental impact through the implementation of the Net Zero Roadmap Analysis and associated action plan.	<p><b>Environment and Pace:</b> Actively respond to the climate crisis and support others to do likewise</p> <p><b>Service Delivery:</b> Monitor and communicate our performance</p> <p><b>Staff, Leadership and Resources:</b> Strengthen our governance and review efficiency of our resources and assets</p>	<p>This objective has been retained and revised for 2024/25</p> <p>Significant work has been undertaken in the development of the Net Zero Roadmap to date ensuring that it is fit for purpose and relevant to the organisation.</p> <p>It is acknowledged that this is a long-term objective for Council and that there is still a significant amount of work to be carried out to ensure successful delivery of the Net Zero Roadmap.</p> <p>The new Corporate Plan has committed to 'Actively respond to the climate crisis and support others to do likewise'</p>	<p>Compile a Net Zero Carbon Roadmap</p> <p>Develop a cross departmental comprehensive action plan looking at internal and external mitigating measures to reduce carbon emissions.</p> <p>Identify areas of improvement in terms of energy usage and cost savings.</p> <p>Reduce energy consumption over 4 identified sites.</p>	<p>Net Zero Carbon Roadmap finalised Approved Action plan developed including objectives responsibilities and timelines.</p> <p>Specific Feasibility studies and associated business cases produced for identified areas of improvement.</p> <p>The percentage of Energy Consumption reduction across 4 sites</p>	<p>By end of September 2024.</p> <p>By the end of September 2024</p> <p>Quarterly monitoring and progress reviewed.</p> <p>By the end of March 2025</p> <p>3% reduction in Energy Consumption across the 4 identified sites by end of March 2025.</p>	<p>There will be a clear plan in place to move Council towards net Zero by 2050. The Actions will include engagement with other sectors in the Borough.</p> <p>This will help us set meaningful targets for the reduction of energy and resource consumption from 2024 onwards.</p> <p>In the long term there will be a positive impact on the health and well-being of our citizens.</p>

*Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness, Sustainability, Efficiency, Innovation.*

Performance Improvement Objective 4	Link to Community Plan/ Council Draft Corporate Plan 2023-2027	Why have we chosen this Objective?	What we will do (Actions)	How do we measure (Performance Indicators)	We will have succeeded if (Standards/Targets)	How our citizens and stakeholders may benefit
We will continue to improve Communications with our customers on Waste Management Services	<p><b>Service Delivery:</b> Continuously review to improve our services</p> <p>Seek and use regular customer engagement and feedback.</p> <p><b>Staff, Leadership and Resources:</b> Communicate and engage with staff, communities, and others.</p>	<p>This objective has been carried over and revised for 2024/25.</p> <p>The Mid-Year Performance Report demonstrates that this improvement objective is on target. Significant work has been carried out however analysis of various communication channels suggest that there is still an opportunity for improving communications on waste management.</p>	<p>Implement an in cab digital data information system as part of the Environmental Services Service improvement Project</p> <p>Continue to review and update the Waste Management section on website.</p> <p>Provide standardisation of relevant, accurate and up to date information on appropriate communication channels</p> <p>Regular Analysis of Customer communication methods including Contact Us/ complaints@/ ES reports/ Website hits/ ABC Council App Usage/social media</p> <p>Develop and implement an annual Environmental Services Communications plan.</p>	<p>The percentage of In Cab Technology is use.</p> <p>Waste Management section on website updated, including Frequently Asked Questions section</p> <p>Review frequency of customer communications</p> <p>Review number of hits on the waste management related sections</p> <p>The usage ABC Council App usage statistics.</p> <p>Review of ES service requests reports</p> <p>Annual Communication plan developed.</p>	<p>80% of waste collection service using in cab technology</p> <p>Ongoing and by end of March 2025.</p> <p>Quarterly</p> <p>Quarterly</p> <p>11,000 customers using Council app</p> <p>Quarterly</p> <p>By end of March 2025.</p>	<p>Increased customer satisfaction with information about Waste Management Services.</p> <p>Customers will have improved accessible information on Waste Management Services on a range on channels</p> <p>Where relevant information is easy obtainable/easily navigated on Council's website, this allows customers to quickly find answers to their queries.</p>

			Environmental Services to undertake a customer satisfaction survey.	Customer satisfaction survey undertaken, and feedback reviewed	By end of March 2025.	
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*Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness, Efficiency, Innovation.*

Performance Improvement Objective 5	Link to Community Plan/ Council Draft Corporate Plan 2023-2027	Why have we chosen this Objective?	What we will do (Actions)	How do we measure (Performance Indicators)	We will have succeeded if (Standards/Targets)	How our citizens and stakeholders may benefit
We will improve Communications with our customers on Council Services and Responsibilities.	<p><b>Service Delivery:</b> Continuously review to improve our services</p> <p>Seek and use regular customer engagement and feedback.</p> <p><b>Staff, Leadership and Resources:</b> Communicate and engage with staff, communities, and others.</p>	<p>This is a new improvement objective for 2024/25.</p> <p>Having analysed the email communication that is received via Council info@ and complaints@ email addresses it became evident that there is an opportunity for improvement in communications around Council Services. and responsibilities.</p>	<p>Review Council's main website and Include a section clearly outlining Council services and responsibilities.</p> <p>Provide contact/links for those external organisations for services which customers often confuse with Council services</p> <p>Provide generic email addresses for Council Departments and functions.</p> <p>Use social media channels to send out communications at prescribed times in relation to Council Services and responsibilities.</p>	<p>Develop section on the Council's website</p> <p>Percentage email communication coming in via the Council mailboxes and JotForm</p> <p>Review of visits on website section using analytics</p> <p>Updated Social Media Posts</p>	<p>By March 2025</p> <p>5% reduction in emails received via the Council mailboxes and JotForm in relation to Council and non-Council services</p> <p>Quarterly</p> <p>Ongoing</p>	<p>Will provide customers with more direct access to the correct Council Departments in relation to their enquiry.</p> <p>Will provide clarity to customers on the range of services for which Council provides.</p> <p>Provide customers with contact details of non-Council services and other relevant organisations.</p> <p>Increase efficiency on addressing customer requests/enquiries</p> <p>Improve customers understanding of the range of Council Services and responsibilities</p> <p>Provide customers with improved accessible information on council services and responsibilities.</p>

*Performance Improvement Aspects: Strategic Effectiveness, Service quality, Service availability, Fairness, Sustainability, Efficiency, Innovation*