



Performance Improvement Plan

2022-2023

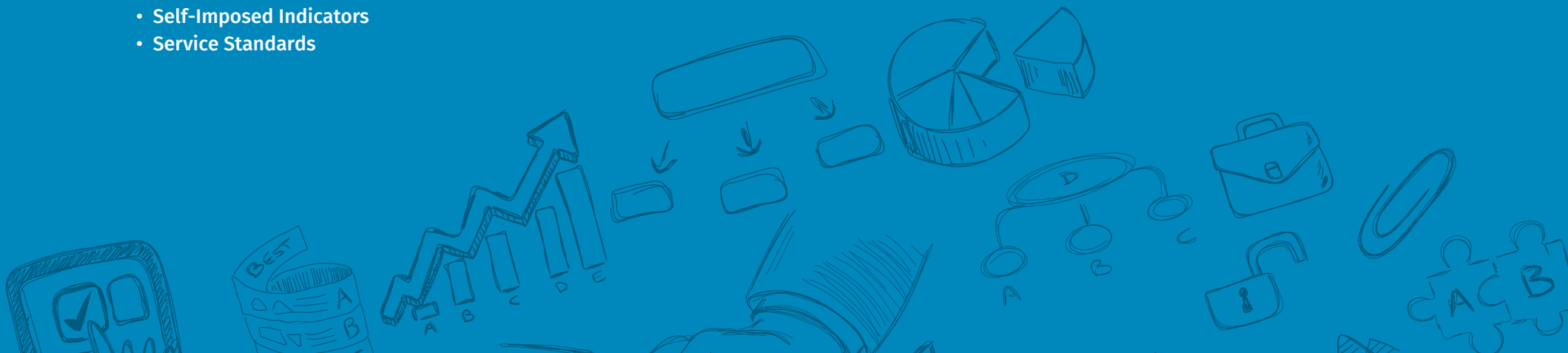
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**Armagh City
Banbridge
& Craigavon**
Borough Council

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Foreword

As a local authority, Armagh City, Banbridge & Craigavon Borough Council has a legal duty to publish improvement objectives each year. And whilst this is written in law, I want to give a continued commitment that as a Council we are always fully committed to making things better, delivering better and making services better...using our best effort to deliver efficiently, economically and to an excellent standard.

During 2021/22, we reviewed our service areas, identified and consulted on key areas for improvement, outlining what we would do, how we would measure and most importantly how citizens will benefit from these improvements.

As a result, this Plan contains six Performance Improvement Objectives (PIOs) which have been identified for 2022/23.

We are keen to ensure our performance improvement objectives have a positive impact on the quality of life for all stakeholders across the Borough. This is even more important given the challenging times our local communities continue to experience in dealing with everyday social and economic burdens, the medium to longer term impacts of the pandemic as well as providing support for those who are taking refuge in our local communities from war-torn countries such as Ukraine.

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

In the year ahead we will continue with the Place Shaping Strategy in Armagh and other areas, and we will develop a new Council Corporate Plan. This will provide valuable opportunities to continue engagement and consultation with our residents, rate payers and a wide range of other stakeholders to discuss shared priorities and outcomes for Council and the future of the Borough.



Roger Wilson
Chief Executive, Armagh City Banbridge & Craigavon Borough Council
Date: 30 June 2022

PIO1	We will improve the availability of more inclusive services for those with autism and their carers.
PIO2	We will increase the number of people participating in sport and physical activity from groups least likely to participate and maintain or increase the number of quality accreditations for outdoor places and indoor spaces
PIO3	We will reduce the average number of days' sickness absence lost per employee.
PIO4	We will increase the information available to the public on Council's agreed service standards and how well we are performing.
PIO5	We will implement recommendations from the Building Control and Planning Service Reviews and improve processing times for building control and planning applications.
PIO6	We will improve our understanding of Council's carbon footprint, energy and resource consumption to inform the development of a Sustainable Development & Climate Change Strategy.



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.

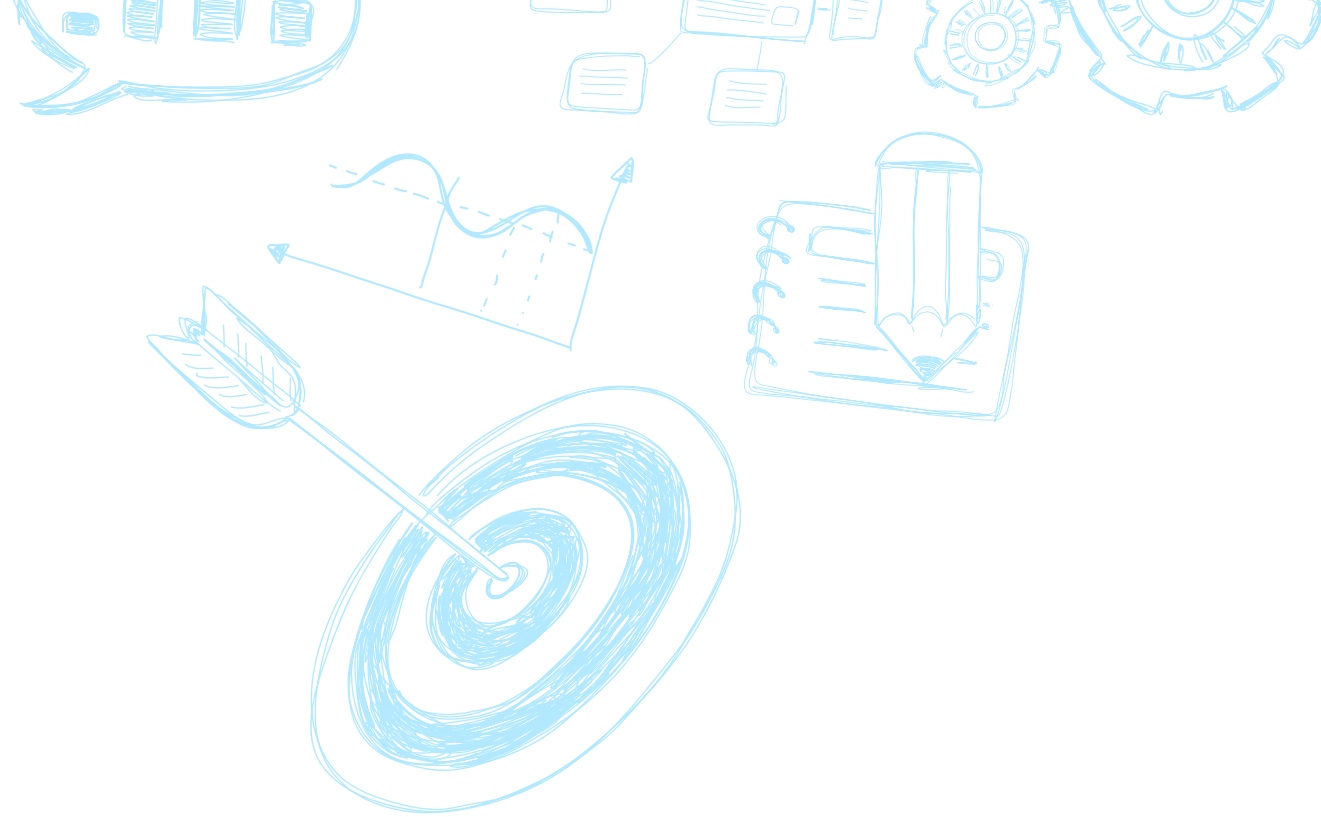
In this document we present our Performance Improvement Objectives for 2022-23 in line with our statutory duty under the Local Government Act 2014 to publish an annual Performance Improvement Plan. In September 2021 Council published a Performance Improvement Plan for the period 2021-22 and 2022-23 stating that review would be undertaken for the 2022-23 year. Council has agreed its Performance Improvement Objectives for 2022-2023 as a result of an internal review by senior officers in November/December 2021 when a revised set of improvement objectives were developed. An 8 week public consultation exercise was then undertaken from 8 February to 8 April 2022.

In drafting the 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 and recovery from Covid 19, including our Medium Term Recovery Plan 2021-23 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 later within this report.

This process has enabled us to identify six Draft Performance Improvement Objectives for 2022-2023, which as mentioned above, were subject to a public consultation. An analysis of the responses and feedback provided has been carried out and has provided assurances that our proposed improvement

objectives for 2022-23 are appropriate. Comments and feedback have been summarised and forwarded to relevant departments and business units for consideration in line with their business plans. More detail on the consultation process and responses can be found at Appendix 2.



Duty to Improve & Continuous Improvement

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.

The 2020 NIAO Section 95 report (with no proposals for improvement) was received by Council in November 2021 and the 2021 Section 95 report was received from the NIAO in April 2022. The one proposal for improvement

contained within the report has been accepted and actioned within this document. As stated in the NIAO Audit Strategy for the year ahead, the required publication date for the 2022-23 Performance improvement Plans has reverted back to 30 June.

Appendix 3 shows how through Council's Strategic Planning Framework 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.

Go to www.armaghbanbridgecraigavon.gov.uk/council/corporate-publications to find the Performance Management Framework 2019. This framework will be reviewed and updated during 2022/23.

Progress with Council's Improvement Objectives 2021-22

Council did agree 6 improvement objectives to cover the period 2021-22 and 2022-23, these were subject to review.

The review resulted in the improvement objectives for 2022-23 having been either retained, removed, revised and an additional new performance improvement objective included.

Where an improvement objective has not been taken forward from 2021-22 to 2022-23 or has changed focus, the reasons are outlined.

Details of the progress on the 2021-22 performance improvement objectives will be contained within our 2021-22 Annual Performance Self-Assessment Report due to be published by end of September 2022.

PIOS 2021/22	PIOS 2022/23	PROGRESS /RATIONALE	STATUS
<p>PIO1: We will improve the availability of more inclusive services for those with Autism and their carers.</p>	<p>PIO1: We will improve the availability of more inclusive services for those with Autism and their carers.</p>	<p>During 2021/22, progress continued to be made with a number of key actions achieved, including:</p> <ul style="list-style-type: none"> • The Navan Centre was successful in renewing their Autism Impact Award in January 2022. • An Autism Awareness e-learning module was launched in November 2021 with staff in key departments of community development, health and recreation, tourism, arts and culture, and facilities management advised to complete this module. • Further pre-visit guides were developed for the Council’s key facilities. Details of all guides are available on the inclusive section of the Council’s website. Inclusive Information - Armagh City, Banbridge and Craigavon Borough Council (armaghbanbridgecraigavon.gov.uk) <p>However, there is still work to be undertaken, as such PIO 1 has been carried forward into 2022/23. Delivery will be continually monitored by the members of the Autism Working Group.</p>	<p>Retained. This improvement objective has been carried forward to 2022-23.</p>
<p>PIO2: We will increase the number of people participating in leisure activities and work with partners to enable everyone to Get Moving more.</p>	<p>PIO2: We will increase the number of people participating in sport and physical activity from groups least likely to participate and maintain or increase the number of quality accreditations for outdoor places and indoor spaces</p>	<p>The delivery of the Get Moving ABC Framework has progressed into year 2 of the action plan which focuses on targeting groups least likely to participate in sport and physical activity.</p> <p>The focus of this performance improvement objective has been revised to reflect this.</p>	<p>Amended. This improvement objective has been carried forward to 2022-23.</p>

PIOS 2021/22	PIOS 2022/23	PROGRESS /RATIONALE	STATUS
<p>PIO3: We will reduce the time it takes to pay suppliers.</p>		<p>Council has made significant progress in reducing the time we take to pay suppliers and were successful in achieving this improvement objective in 2021/2022. At the end of 2021/22, the average time taken to pay a supplier was 10.76 days, set against a target of 15 days or fewer.</p> <p>For this reason it was decided not to carry forward this improvement objective to 2022-23.</p> <p>This does however, remain as one of Council's recently approved service standards and will be reported on as agreed.</p>	<p>Removed. This improvement objective has not been carried forward to 2022-23.</p>
<p>PIO4: We will reduce the average number of days' sickness absence lost per employee.</p>	<p>PIO3: We will reduce the average number of days' sickness absence lost per employee.</p>	<p>Council is committed to reducing absence levels. During 2021/22 ongoing training was delivered to managers and advice targeted to specific areas to address absenteeism.</p> <p>However, trends still remain on the higher trajectory and Council therefore recognise the need to continue to prioritise this objective. It therefore has been carried forward to 2022-23.</p>	<p>Retained. This improvement objective has been carried forward to 2022-23.</p>
<p>PIO5: We will increase the number of Council service areas with service standards as an evidence base to inform future Performance Improvement Objectives.</p>	<p>PIO4: We will increase the information available to the public on Council's agreed service standards and how well we are performing.</p>	<p>During 2021-22 a scoping exercise was undertaken to review existing service standards. New service standards were drafted and in March 2022 Council approved a set of service standards both corporate and service specific. These are now being monitored to provide baseline data which may be used to inform future improvement objectives. Therefore the 2021/22 PIO has been achieved.</p> <p>This new improvement objective therefore is the next step in ensuring that service standards will be reviewed annually. Further service standards will be developed and approved as required, as well as ensuring that we increase the information to residents, service users and customers. It is expected that this will then be mainstreamed for future years once established as an improvement in 2022-23.</p>	<p>New (amended) Although the 2021/22 PIO has been achieved, this new PIO builds on from it for 2022-23.</p>

PIOS 2021/22	PIOS 2022/23	PROGRESS /RATIONALE	STATUS
<p>PIO6: We will implement recommendations from our Building Control and Planning Service Reviews.</p>	<p>PIO5: We will implement recommendations from the Building Control and Planning Service Reviews and improve processing times for building control and planning applications.</p>	<p>Whilst some progress has been made in relation to implementation of these service reviews for example,</p> <ul style="list-style-type: none"> • Within the Building Control Department, consideration of software enhancements, digitalisation of customer information and ongoing discussions regarding service delivery options have been progressed. Covid 19 and lack of resources has had significant impact on implementation of Building Control's service review. • Building Control Department also gave consideration to realistic target setting for 2022/23, revised to reflect under/over achievements in previous year. • 70% of actions for the Planning service review have now been completed. However, during 2021/22, the need for redeployment of the designated support officer to assist with an increase in planning applications adversely impacted on delivery of the Service Improvement Plan. <p>Therefore more work is required to fully achieve the improvement objective and it is for this reason this performance improvement objective has been carried forward to 2022-23 with revised standards/targets as appropriate.</p>	<p>Amended This improvement objective has been carried forward to 2022-23.</p>
	<p>PIO 6: We will improve our understanding of Council's carbon footprint, energy and resource consumption to inform the development of a Sustainable Development & Climate Change Strategy.</p>	<p>Council is required to comply with new emerging statutory duties in terms of energy and climate.</p> <p>Council already holds ISO 14001, an Environmental Management accreditation, but wants to do more.</p> <p>In July 2019 Council declared a Climate Emergency. This set a strategic direction for us as an organisation to reduce our carbon footprint, recognise our corporate and civic responsibility and to take action to reduce our carbon emissions. Therefore this Performance Improvement Objective has been included for 2022/23.</p>	<p>New. This improvement objective has been included for 2022-23.</p>

*Source: GOALS Departments Business Plan Annual Progress Report



Performance Improvement Objectives 2022-2023

Our Performance Improvement plan sets out 6 Performance Improvement Objectives for the period: 2022-2023



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

We will increase the number of people participating in sport and physical activity from groups least likely to participate and maintain or increase the number of quality accreditations for outdoor places and indoor spaces

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

We will increase the information available to the public on Council's agreed service standards and how well we are performing.

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





We will improve our understanding of Council's carbon footprint, energy and resource consumption to inform the development of a Sustainable Development & Climate Change Strategy.

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



Improvement Objective 1






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

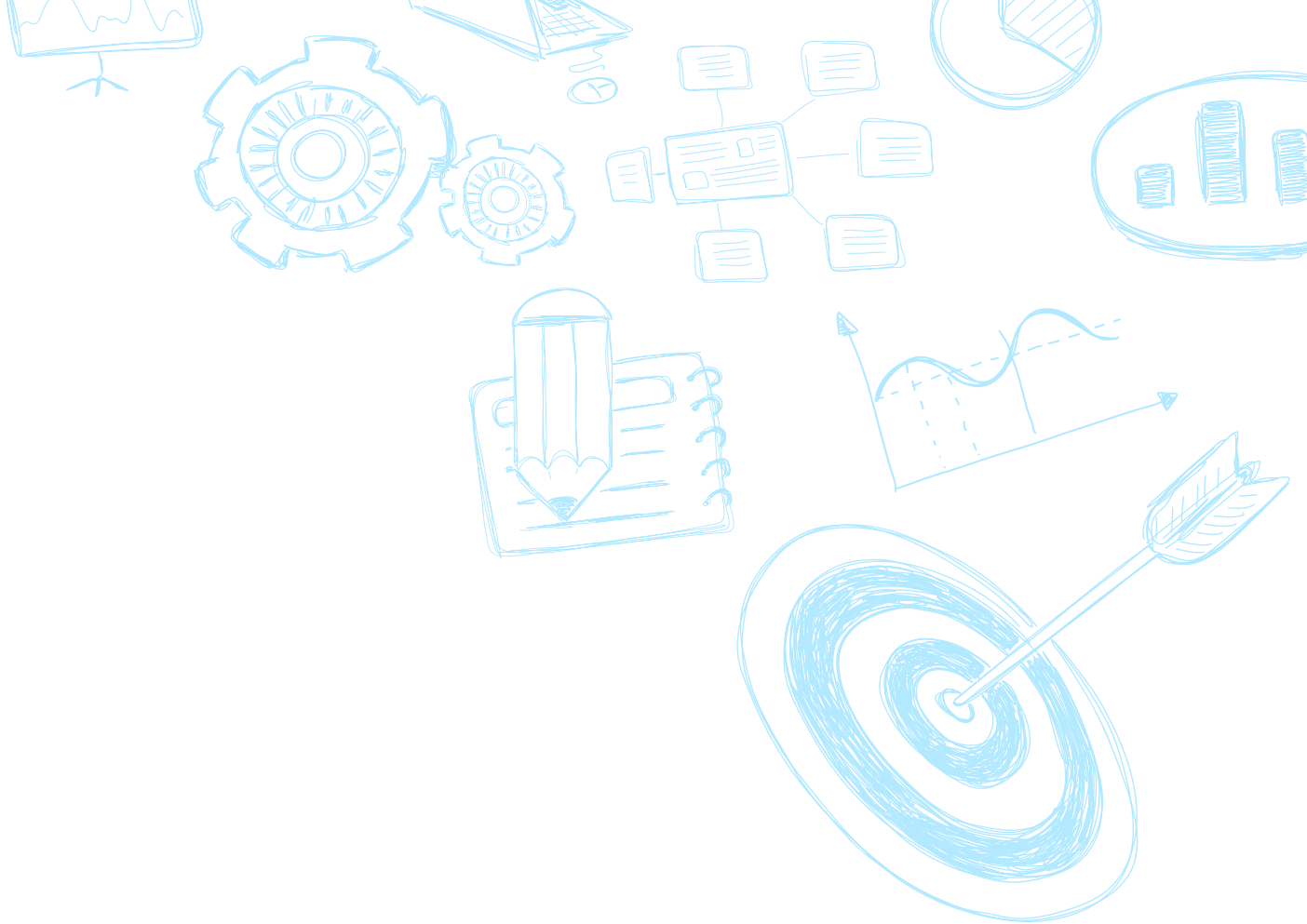
 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • To adapt Council’s environment to support customers and reduce barriers to participation for people with autism and their carers • Statutory 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"> • Continue to implement the Autism Friendly Action Plan • Deliver general autism awareness training to relevant staff 	<ul style="list-style-type: none"> • Reviewed Autism Action Plan being implemented with all planned actions achieved • Progress reports by the Autism Friendly Working Group • Training to be continually delivered to priority Departments to achieve module certification. • Maintain Autism Impact Award for Market Place Theatre and Navan Fort 	<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 Strategy & Performance</p>



Improvement Objective 2

We will increase the number of people participating in sport and physical activity from groups least likely to participate and maintain or increase the number of quality accreditations for outdoor places and indoor spaces

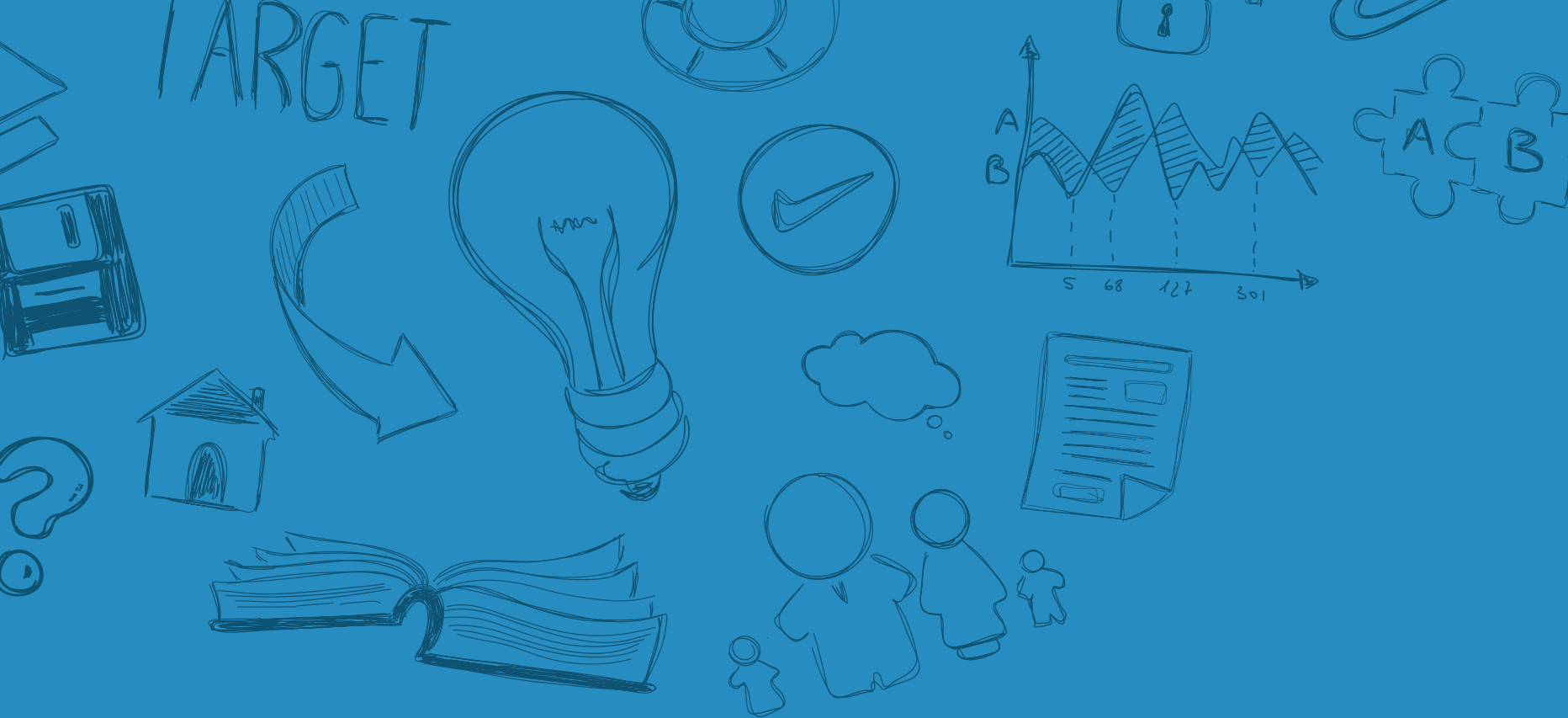
 <p>WHY</p>	 <p>WHAT ACTION WILL WE TAKE</p>	 <p>HOW WE WILL MEASURE PROGRESS</p>	 <p>BENEFITS TO YOU</p>	 <p>WHO IS RESPONSIBLE</p>
<ul style="list-style-type: none"> • To reduce inactivity of people within the Borough • Develop more positive attitudes towards physical activity • It directly links to our ABC Get Moving Framework (2020-2030) which is a collective plan to positively impact the health of people in the Borough • Council is committed to providing a range of quality, welcoming, inclusive and safe facilities 	<ul style="list-style-type: none"> • Develop a Get Moving ABC Communication and Marketing Plan • Deliver a broad range of programmes for people least likely to participate in sport and physical activity • Establish a process for engaging new Get Moving ABC partners 	<ul style="list-style-type: none"> • Communication and Marketing Plan agreed and being delivered • 502 programmes delivered aimed at groups least likely to participate in sport and physical activity • Process established for engaging new Get Moving ABC partners • 17 outdoor places and indoor spaces with quality accreditations 	<ul style="list-style-type: none"> • A positive impact on the health and well-being of people using our facilities • Opportunities for those who are least likely to participate to attend a range of physical activity interventions • Clear consistent messaging on benefits of Get Moving • Confidence in the quality of our outdoor places and indoor spaces 	<p>The Senior Responsible Officer (SRO) for this objective is the Strategic Director of Neighbourhood Services</p>



Improvement Objective 3

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

 WHY	 WHAT ACTION WILL WE TAKE	 HOW WE WILL MEASURE PROGRESS	 BENEFITS TO YOU	 WHO IS RESPONSIBLE
<ul style="list-style-type: none"> • Council's staff absenteeism figures remain high in terms of the number of days lost per employee • Short term absences remain a challenge • High priority for management and Council to ensure business continuity 	<ul style="list-style-type: none"> • Continue to manage absence closely • Deliver employee engagement and well-being initiatives • Review Absence Management Policy to ensure it remains effective for the organisation. • 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 • Absence Management Policy reviewed and being implemented • 100% of managers have attended training 	<ul style="list-style-type: none"> • Majority 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 4





We will increase the information available to the public on Council's agreed service standards and how well we are performing

 <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. • The Service Standards were developed and agreed in 2021/22 and we believe that customers/service users should be informed of our performance 	<ul style="list-style-type: none"> • Review the service standards developed in 2021/22 and identify any gaps where service standards are required • Continue to monitor, report and publish performance of our service standards 	<ul style="list-style-type: none"> • An increase in the number of service areas with service standards by March 2023 • Performance reports produced for Elected Members, customers, service users, residents and rate payers 	<ul style="list-style-type: none"> • Customers and citizens will be more informed about Council service standards and how well we are performing • There will be a better evidence base available to inform future improvement objectives 	<p>The Senior Responsible Officer (SRO) for this Objective is the Strategic Director Strategy & Performance</p>

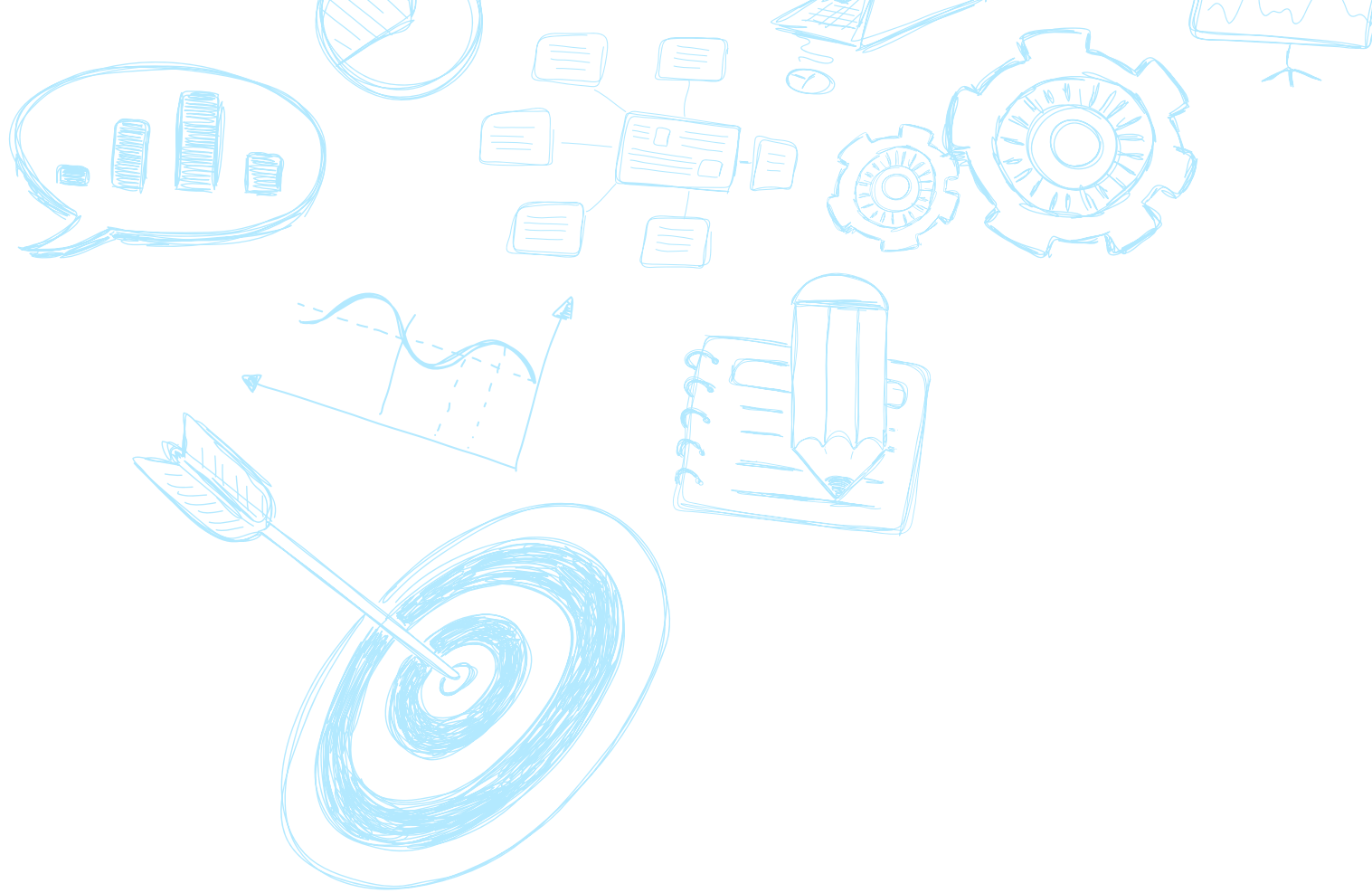


Improvement Objective 5

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





 WHY	 WHAT ACTION WILL WE TAKE	 HOW WE WILL MEASURE PROGRESS	 BENEFITS TO YOU	 WHO IS RESPONSIBLE
<ul style="list-style-type: none"> • Service Reviews were carried out by Planning and Building Control Departments in 2018. • Action Plan identified short, medium and long term actions. • This objective has been carried forward from 2021/22 to continue to complete delivery of the 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"> • 50% of recommendations for Building Control are implemented by March 2023 • 62% of Building Control Domestic Full Plan Applications assessed within 21 days • 54% of Building Control Non- Domestic Full Plan Applications assessed within 21 days • 75% of Building Control Domestic & Non-Domestic resubmissions assessed within 14 days • 95% of recommendations for Planning are implemented by March 2023 • * Average processing time for Major planning applications 30 weeks • * Average processing time for Local planning applications 15 weeks • * 70% of all planning enforcement cases progressed to conclusion within 39 weeks. 	<ul style="list-style-type: none"> • Improved building control application processes • Improved processing times for building control and planning applications • Improved understanding of the processes involved • Improved Customer Satisfaction with the processes involved in building control and planning applications 	<p>The Senior Responsible Officer (SRO) for this Objective is the Strategic Director for Community & Growth</p>

* Statutory Performance Indicators and Standards.



Improvement Objective 6

We will improve our understanding of Council's carbon footprint, energy and resource consumption to inform the development of a Sustainable Development & Climate Change Strategy

 <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"> • Currently we are/will be required to comply with a number of existing and emerging statutory duties in relation to waste, sustainable development, energy and climate. • In July 2019 Council declared a Climate Emergency. • We want to reduce our carbon footprint in recognising our corporate and civic responsibility as a large employer and as community leaders 	<ul style="list-style-type: none"> • Develop a Sustainable Development & Climate Change Strategy • Develop an Action Plan following adoption of the Strategy • Undertake an Independent Validation of Council's Carbon footprint 	<ul style="list-style-type: none"> • Strategy developed • Action Plan developed • Carbon footprint validated 	<ul style="list-style-type: none"> • Better evidence base available to inform the Council's Sustainable Development & Climate Change Strategy. • This will help us set meaningful targets for the reduction of energy and resource consumption from 2023 onwards. • Long term positive impact on the health and well-being of our citizens 	<p>The Senior Responsible Officer (SRO) for this Objective is the Deputy Chief Executive</p>



Additional Performance Measures

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 (Statutory Target) 182 (New Go For It Target subject to pending amendment to Statutory Target in recent draft legislation)
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).	Statutory Target remains 50% by 2020 however, the Circular Economy Package (CEP) sets a target of 65% by 2035, with an interim target of 55% target by 2025. NI to transpose the non UK wide elements of the CEP into our own domestic legislation
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 2022/23.
The amount (tonnage) of Local Authority Collected Municipal Waste arising (The total amount of waste collected)	No statutory target has ever been set

Self-imposed Performance Indicators

In addition to the statutory performance indicators, we include a series of self-imposed performance indicators within the 16 Business Plans approved by Council April 2022 for monitoring and reporting. Targets are set, where appropriate, against performance indicators.

Service Standards

In March 2022 Council approved a series of service standards, some of which reflect statutory and other self-imposed performance indicators. They are listed at Appendix 5 and will be reviewed annually as part of the business planning process.

Management, Reporting and Governance Arrangements

This publication is our ‘forward-looking’ Performance Improvement Plan for the years 2022-2023 that fulfills, in part, the statutory requirement set out in Part 12 of the Local Government Act (NI) 2014.

A six monthly progress report on the 2022/2023 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 2023, we will publish a retrospective Self-Assessment Report setting out details of how we have performed during 2022-2023. This will include 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 standards/targets and service 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. The committee reports are published on our Council website. <https://abc.public-minutes.com>
- Progress monitored by Performance & Audit Committee through the annual Performance Self-Assessment reports.

Always looking to Improve - Propose new Improvement Objectives

We welcome on-going feedback, comments or suggestions on how we might improve our services. 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:** 0300 0300 900
- In writing:** Strategy & 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. In addition, we will make hard copies available in each of the three main civic buildings in Armagh, Banbridge and Craigavon.



Appendices

Identifying Performance Improvement Objectives:

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

In the latter part of 2021, work commenced on a review of the 6 performance improvement objectives that have been approved for 2021-22 and 2022-23. This involved working across Council departments with senior officers alongside the developing business planning and estimates setting processes for the period 2022-23.

Engagement across departments specifically focussed on:

- Review of the improvement objectives for 2021-22 and 2022-23 contained within the exiting Performance Improvement plan for the same period.
- Ensuring discussions within 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

A review of the influencers and how our PIOs should be aligned to those was undertaken, namely:

- Our Community Plan
- Our Corporate Plan
- Our Strategic Planning process, including Business Plans
- Relevant regional and local strategies and action plans
- NIAO Audit feedback received in 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.

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

Timeline - Development of Performance Improvement Plan 2022/23

OCT - DEC 2021	JAN - MAR 2022	APR - JUN 2022	JUL - SEPT 2022	OCT - DEC 2022	JAN - MARCH 2023
<ul style="list-style-type: none"> • 6 monthly progress update on Departmental Business Plans to Service Committees • Mid-Year Progress Report on 2021/22 Performance Improvement Plan presented to senior management, Committee and Council • Review of draft Performance Improvement Objectives 2020/21-23 • Engagement with Departments/ Heads of Department (HoD) of review of Performance Improvement Objectives • Departmental Business Planning Process • On-going engagement with DfC on requirements for year ahead 	<ul style="list-style-type: none"> • Ongoing engagement on development of the draft Performance Improvement objectives and Plan for 2022-23 in line with departmental business planning process across council. • Council strikes the Rate for 2022/23 • Draft Improvement Objectives for public consultation presented to HoD, recommended to Executive Management Team (EMT) • Draft Performance Improvement Objectives reported to GRS Committee and Council for approval • Public consultation on Draft Improvement Objectives opens: 8 February 2022 	<ul style="list-style-type: none"> • Customer, Resident and Employee engagement through various media • Public consultation on Draft Improvement Objectives closes: 8 April 2022 • Consultation responses collated and summary report presented to senior management • Draft Performance Improvement Plan 2022/23 reported to senior management, GRS Committee and Full Council for approval • Performance Improvement Plan 2022/23 published on Council's website by 30 June 2022 • Annual Reports on 2020/21 Departmental Business Plans presented to Service Committees • Preparation of Annual Performance Self-Assessment Report for 2021/22 	<ul style="list-style-type: none"> • Preparation for NI Audit Office audit fieldwork on 2020/21 Audit • Ongoing preparation for Annual Performance Self-Assessment Report for 2021/22 prepared • Annual Performance Self-Assessment Report for 2021/21 presented to EMT, Committee and Full Council, ahead of publication by 30 September 2022 • Initiate Departmental Business Planning process for 2023/24 	<ul style="list-style-type: none"> • 6 monthly progress update on Departmental Business Plans to Service Committees • Mid-Year Progress Report on 2022-2023 Performance Improvement Plan presented to senior management, Committee and Council • Initiate internal engagement to review, identify Performance Improvement Objectives for next year: 2023-24 • Ongoing Departmental Business Planning Process for 2023/24 • Ongoing support/ liaison with NI Audit Office and Departments on 2020/21 Audit • Final NIAO Section 95 Report on 2020/21 Audit issued November 2022 	<ul style="list-style-type: none"> • Ongoing cross-departmental engagement in development of the Performance Improvement Plan for 2023/24 in line with Departmental Business Planning process across council • Council strikes the rate for 2023/24 • Public Consultation process to review and agree Performance Improvement Objectives for 2023/24

Consultation Process & Responses

In September 2021 Council published its Performance Improvement Plan (PIP) for a two year period 2021-23. It contained 6 improvement objectives, approved by Elected Members and which were publicly consulted on. Whilst the objectives were agreed for a two year period we did agree to review them, their associated actions and performance measures for the second year (2022/23).

appendix 2

During Autumn 2021, Senior management reviewed the objectives to ensure they remained relevant for 2022-23 and agreed on revised draft performance improvement objectives for 2022-23. These were also approved by Elected Members and were subject to an 8 week public consultation process. During the public consultation period Members and Council staff were also encouraged to provide feedback on the draft performance improvement objectives.

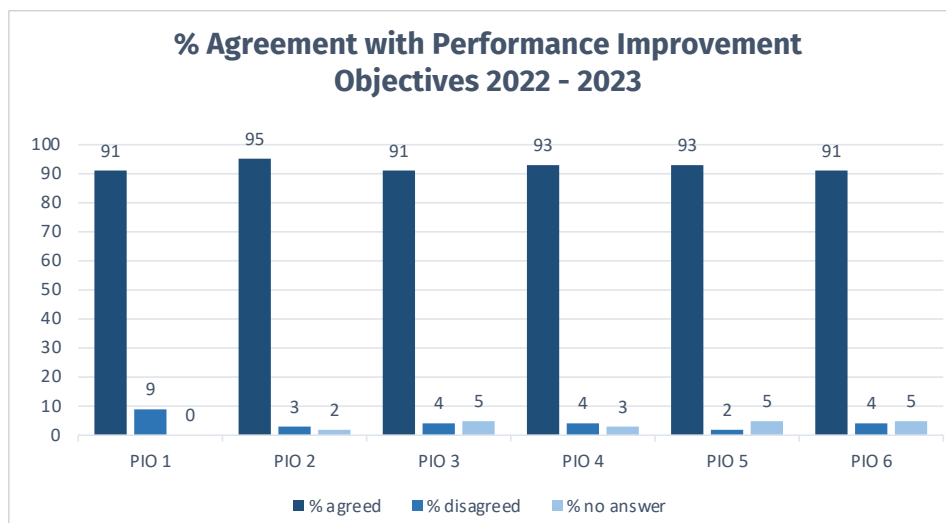
The draft Performance Improvement Objectives were developed taking into account the views of internal and external stakeholders.

1. INTERNAL: Employees, management, trade unions and Elected Members
2. 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 outlines the internal consultation within Council that took place during 2021 with Senior Management and Council officers from across all directorates, exploring potential areas for improvement. It also indicates that we undertook the necessary 8 week public consultation exercise from 8 February to 8 April 2022 in line with our Public Consultation Policy. We used local press, 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

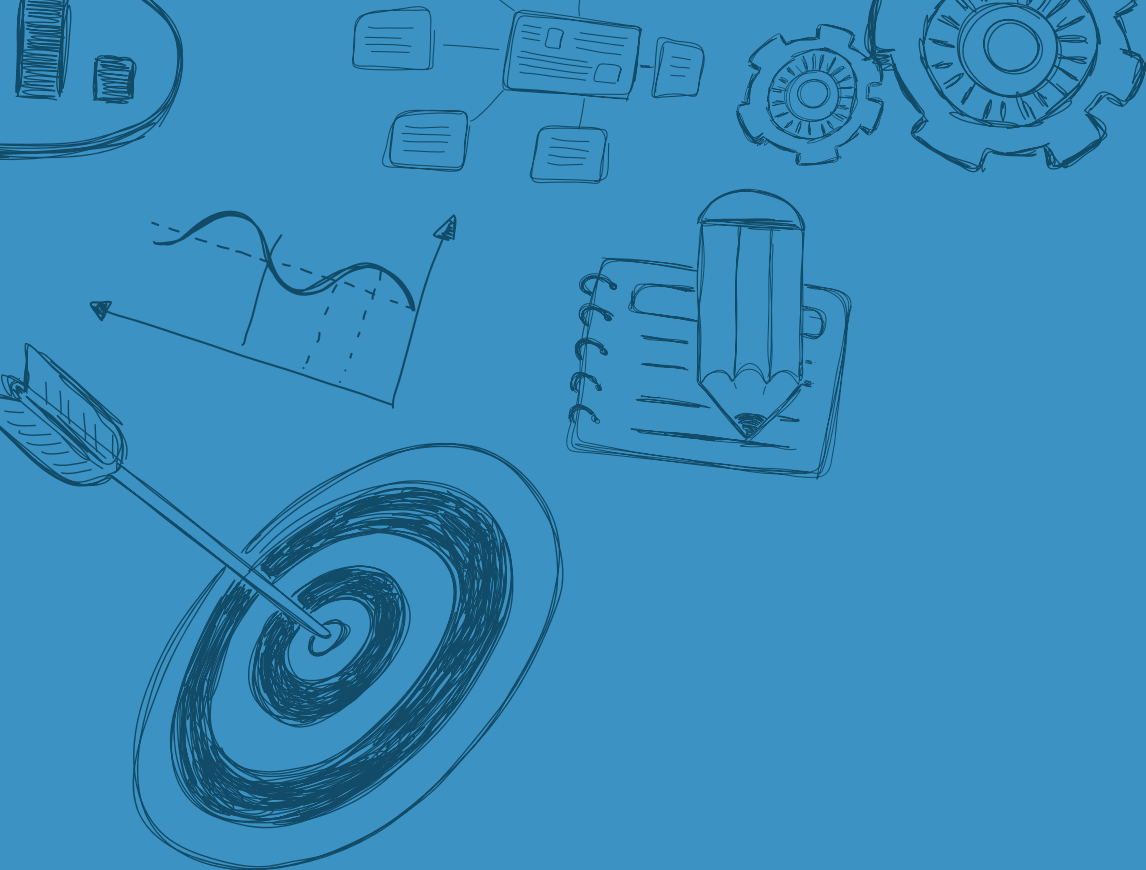
of the consultation papers available in each of the three main Council civic buildings in Armagh, Banbridge and Craigavon. The consultation response numbers increased again this year compared with the previous year and the year before. The feedback results are set out in the diagram below.



57 people/organisations responded to our Draft Performance Improvement Objectives 2022/23 public consultation exercise.

Support was given to our proposed Improvement Objectives with all of the objectives receiving 91% to 95% support. An analysis of the responses and feedback provided has been carried out and has provided assurances that our proposed Improvement Objectives for 2022-2023 are appropriate.

Comments and feedback have been summarised and forwarded to relevant departments for consideration in line with their business plans and service delivery. 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 its purpose and intended outcomes for citizens and service users.

appendix 3

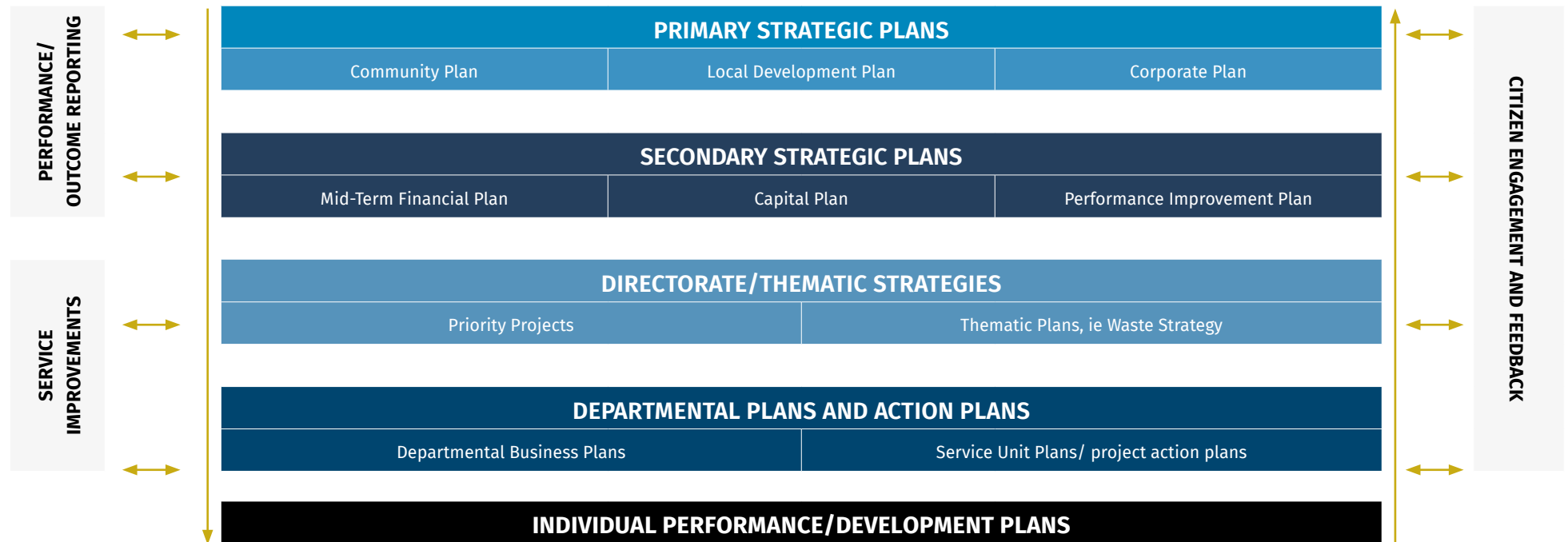
The ‘Strategic Planning Framework’ sets out the various components of the planning framework bringing together specific priorities, aims and ambitions for the Borough. It seeks to link the overarching Council objectives to service and individual work plans, making clear the contribution individuals make 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 the 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. Council intends to review its Corporate Plan during 2022-23.



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

Performance Improvement Objectives 2022-2023*

The table below provides examples of actions, performance measures and potential benefits in relation to the performance improvement objectives.

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>	The Council has a statutory duty to promote equality of opportunity between nine categories of person, which includes disability. 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. 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. A Council Officer Working Group was set up to oversee and develop a Council-wide Autism Friendly Action Plan.	<p>Review and Implement the Autism Friendly Action Plan</p> <p>Deliver general autism awareness training to relevant staff</p>	<p>Action Plan reviewed and the number of actions achieved as planned</p> <p>Number of priority departments / staff who receive autism awareness training</p> <p>The number of Autism Impact Awards maintained or newly achieved</p>	<p>Reviewed Action Plan being implemented with all planned actions achieved by end March 2023.</p> <p>Training to be continually delivered to priority departments to achieve module certification.</p> <p>As minimum the Autism Impact Awards maintained by the Market Place Theatre and the Navan Centre.</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
<p>We will increase the number of people participating in sport and physical activity from groups least likely to participate and maintain or increase the number of quality accreditations for outdoor places and indoor spaces</p>	<p>Healthy Community: Provide a range of quality opportunities for everyone to be active and healthy</p> <p>Confident Community: Safe, accessible and welcoming community</p> <p>Medium Term Recovery Plan: Inclusive Growth & Societal Wellbeing - tackle inequalities strengthening the resilience and wellbeing of local people</p>	<p>As part of the Borough Community Planning process, the Get Moving ABC Framework (2020 – 2030) was developed as a collective plan to positively impact the health and wellbeing of people living in the Borough. The vision is to Get Everyone Moving, reduce inactivity and develop more positive attitudes towards physical activity. Council leads this Borough wide targeted initiative and facilitates partners in the delivery of the plan, as well as providing a range of services through programmes and facilities to get everyone moving and stay moving.</p> <p>Council is committed to providing a range of quality, welcoming, inclusive and safe facilities that enable everyone, everywhere to Get Moving and Stay Moving.</p>	<p>Develop a Get Moving ABC Communication & and Marketing Plan</p> <p>Deliver a broad range of programmes for people least likely to participate in sport and physical activity</p> <p>Establish a process for engaging new Get Moving ABC partners</p> <p>Maintain and attain quality accreditations at Health and Recreation outdoor places and indoor spaces</p>	<p>Communication and marketing plan developed and being delivered</p> <p>The number of programmes delivered aimed at groups least likely to participate in sport and physical activity</p> <p>Process established and new partners being engaged</p> <p>The number of Health and Recreation outdoor places and indoor spaces with quality accreditations</p>	<p>Communication and Marketing Plan agreed and being delivered by May 2022</p> <p>502 programmes delivered</p> <p>Process established by September 2022 and new partners engaged by end March 2023</p> <p>17 outdoor places and indoor spaces</p>	<p>The positive impact on the health and well-being 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 including those who are least likely to participate.</p> <p>Residents will have confidence in the quality of our outdoor places and indoor spaces</p>

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

appendix 4

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
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>	Council's staff absenteeism figures remain high in terms of the number of days lost per employee. Although there has been a consecutive improvement in the last 3 years in the level of short term absence, long term absence continues to be a challenge. The management of absenteeism continues to receive a high focus within Council and therefore remains as one of our improvement objectives for 2022/23. In 2021 Council introduced a new Attendance Management Policy and Procedure to ensure a consistent approach in dealing with absence	<p>Continue to monitor and manage absence closely.</p> <p>Deliver employee engagement and wellbeing initiatives.</p> <p>Review Absence Management Policy to ensure it remains effective for the organisation.</p> <p>Continue to provide Managers with training on the Absence Management Policy and Procedure.</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>Policy reviewed and amended as required.</p> <p>The percentage of managers who have attended training.</p>	<p>We will have succeeded if (Standards/Targets) 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 2022-23</p> <p>Policy reviewed and being implemented by end of June 2022.</p> <p>100% of managers have attended training by end March 2023.</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 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
<p>We will increase the information available to the public on Council's agreed service standards and how well we are performing.</p>	<p>Committed Council: Take a one council approach with clear, robust and accountable processes</p> <p>Medium Term Recovery Plan:</p> <p>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 was identified as a way to set out the standards of service that should be expected by customers and citizens. An agreed set of service standards was developed in 2021/22.</p>	<p>Review the service standards developed in 2021/22 and identify any gaps where service standards are required, developing new standards where required.</p> <p>Continue to monitor and report on achievement of service standards to Elected Members and publish annual service standard performance to the public within the Council's Annual Performance Self- Assessment Report.</p>	<p>The number of service areas with service standards</p> <p>Performance information reported to Elected Members and the Public</p>	<p>An increase in the number of service standards by the end of March 2023.</p> <p>Performance report 6 monthly and annually to Elected Members and annually to the Public within the Annual Performance Self –assessment Report.</p>	<p>Customers and citizens will be more informed and aware of all of the Council service standards and how well we are performing against them.</p> <p>There will be a better evidence base available to inform future improvement objectives and provide continuous improvement in service delivery.</p>

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

appendix 4

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
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. Both the Building Control & Planning services have been significantly impacted by the Covid pandemic compounded by a high volume of applications received in the last year, however, both services remain committed to implementing the recommendations of the service reviews and also improving service performance.</p>	<p>Implement recommendations from the Building Control Service Review</p> <p>Implement recommendations from the 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</p> <p>The % of planning enforcement cases progressed within 39 weeks (statutory performance standard/target)</p>	<p>50% recommendations from the Building Control Service Review implemented 2023.</p> <p>62%</p> <p>54%</p> <p>75%</p> <p>95% recommendations from the Planning Service Review implemented 2023. Average processing time for Major planning applications 30 weeks</p> <p>* Average processing time for Local planning applications 15 weeks</p> <p>70% of all planning enforcement cases progressed to 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

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
<p>We will improve our understanding of Council's carbon footprint, energy and resource consumption to inform the development of a Sustainable Development & Climate Change Strategy.</p>	<p>Committed Council: Take a one council approach with clear, robust and accountable processes</p> <p>Enhanced Place: Increased understanding and respect of environment.</p> <p>Revitalised Place Secure investment in infrastructure and connectivity.</p> <p>Healthy Community: Provide a range of quality opportunities for everyone to be active and healthy.</p> <p>Medium Term Recovery Plan: Service Delivery- deliver fit for purpose & fit for future services, efficiencies and transformation.</p> <p>Economic Wellbeing- Support recovery, resilience and growth of local businesses and attract investment</p>	<p>Currently we are required to comply with a number of existing statutory duties in relation to waste, sustainable development and are expected to comply with emerging new statutory duties in terms of energy and climate. Council already holds ISO 14001, an Environmental Management accreditation but want to do more and on 22nd July 2019 Council declared a Climate Emergency. This set a strategic direction for us as an organisation to reduce our carbon footprint and we recognise our corporate and civic responsibility as a large employer and as community leaders to take action to reduce our carbon emissions.</p>	<p>Develop a Sustainable Development & Climate Change Strategy</p> <p>Action Plan developed following adoption of the Strategy</p> <p>Undertake an independent validation of Council's carbon footprint</p>	<p>Strategy developed</p> <p>Action Plan developed</p> <p>Carbon footprint validated</p>	<p>Spring 2022</p> <p>By end of March 2023</p> <p>By end September 2022</p>	<p>There will be a better evidence base available to inform the Council's Sustainable Development & Climate Change Strategy.</p> <p>This will help us set meaningful targets for the reduction of energy and resource consumption from 2023 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: Efficiency, Sustainability, Innovation

Service Standards



Generic Service Standards (i.e. Apply To All Council Departments)

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
All business units	Freedom of Information Requests & Environmental Information Regulations	100% of Freedom of Information Requests and Environmental Information Requests responded to within 20 working days	From date of receipt of request to date of issue
All business units	Subject Access Requests	100% of Subject Access Requests within 1 calendar month	From date of receipt of request to date of issue
All business units	Processing Corporate Complaints	100% Stage 1, 2 and 3 corporate complaints acknowledged within 3 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Corporate Complaints	100% Stage 1 corporate complaint response issued within 15 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Corporate Complaints	100% Stage 2 corporate complaint response issued within 15 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Corporate Complaints	100% Stage 3 corporate complaint response issued within 20 working days	From date of receipt. Working days excludes weekends and public holidays
All business units	Processing Equality Complaints	100 % of Equality Complaints acknowledged within 3 working days	From date of receipt to date of acknowledgement issue
All business units	Processing Equality Complaints	100% Equality Complaints responded to within 20 working days	From date of receipt to date response issued

Service Standards Specific to Departments

Chief Executive & Deputy Chief Executive

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
Internal Audit	Internal audits and consultancy reports	100% of draft audit reports issued within 14 working days of fieldwork completion	Number of working days between date fieldwork complete to the date draft report issued
Financial Services	Paying suppliers	90% of invoices will be paid within 30 days	The Finance Team Report
ICT (internal service standard)	Standard Helpdesk Call	100% of Service desk calls allocated and responded to within 1 day for Customer calls and 2 days for Infrastructure calls	Automatically generated Service desk report
ICT (internal service standard)	New User Request - Account creation	100% of Requests completed within 4 days of receipt of New User Form.	Automatically generated Service desk report and Account available in Active directory and email account in the Address book
ICT (internal service standard)	New User Request- Users Setup completion	100% on User Start Date or date request by Line Manger	Automatically generated Service desk report
ICT (internal service standard)	New Application or Utility Software Request	100% of Software ordered within seven working days of receipt of software request and subject to Privacy impact assessment.	Automatically generated Service desk report
ICT (internal service standard)	New Application or Utility Software Request	100% of Software installed within five working days of receipt of software licence or media.	Automatically generated Service desk report
ICT (internal service standard)	New Network Connection	100% of new network connections within existing networked sites delivered within one working week assuming structured cabling in place.	Report compiled by ICT Infrastructure Manager

Strategy & Performance Directorate

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
Performance	Handling complaints@ emails	95% of emails to complaints@ are acknowledged within 1 working day	20 emails manually sampled per quarter based on sample size guidance and number emails received annually.
Performance	Handling info@ emails	95% of emails to info@ are acknowledged within 1 working day	200 emails manually sampled per quarter based on sample size guidance and number emails received annually.
Information Governance	Access to Information requests	All requests for information should be acknowledged and logged within 3 working days	From date of receipt of request to date acknowledgment issued.

Neighbourhood Services Directorate

Environmental Services Department

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
Waste Management	Household Bin Collection	99% of all household bins collected on scheduled day	The number of household bins collected on the day scheduled
Waste Management	Bin Collections	99% missed bins collected within 7 days	The number of days taken to collect missed bins from date accepted as a missed bin
Waste Management	Commercial bin Collection	99% Commercial bins collected on scheduled day	The number of commercial bins collected on predetermined scheduled day
Waste Management	Bulky collection	99% Bulky waste collections confirmed within 5 working days of enquiry	The number of bulky waste collections confirmed within 5 working days of enquiry
Waste Management	Bulky Waste Collection	99% Bulky waste collections completed within 10 working days of order	The number of bulky waste collections completed within 10 working days of order
Waste Management	Bin Delivery	99% of new bins delivered within 10 working days of order	The number of new bins delivered within 10 working days of accepted order
Street Cleansing	Street Sweepers	50% Sweeper routes completed within 10 working days of schedule	The number of littering requests cleared within 5 working days of log
Street Cleansing	Request to clear litter	90% of littering requests cleared within 5 working days of log	The number of sweeper routes completed within 10 working days of predetermined schedule (note sweeping route frequency varies between urban and rural areas)
Street Cleansing	Cart routes	50% of Cart Routes completed within 10 working days of schedule	The number of Cart Routes completed within 10 working days of predetermined schedule (note sweeping route frequency varies between urban and rural areas)
Street Cleansing	Street bins	90% Street bins emptied within 5 working days of schedule	The number of Street bins emptied within 5 working days of predetermined schedule
Parks & Open Spaces	Grass Cutting - Council owned lands	99% Council owned land maintained to agreed grass cutting standard	% of Council lands with grass cutting maintained to agreed height/frequency
Parks & Open Spaces	Grass cutting Non-Council maintained land	90% Non-Council lands maintained to the agreed cutting standard	% of Non-Council lands with grass cutting maintained to agreed cutting standard
Waste Management	Cleansing of Public Toilets	99% of Council maintained public toilets cleaned as per schedule	% of Council maintained public toilets cleaned as per schedule

Community & Growth Directorate

Building Control Department

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
Building Regulations Enforcement	Processing of Domestic Building Control Applications	62% of domestic applications assessed within regionally agreed 21 days	Monthly and quarterly BC performance reports
Building Regulations Enforcement	Processing of non –domestic Building Control Applications	54% of non-domestic applications assessed within the regionally agreed 35 days	Monthly and quarterly BC performance reports
Building Regulations Enforcement	Processing of Domestic and non-domestic resubmission Building Control applications	75% of domestic and non-domestic resubmissions assessed within the regionally agreed 14 days	Monthly and quarterly reports BC performance reports
Building Regulations Enforcement	Processing of domestic Building Control Applications	91% of domestic applications assessed within the legislative 56 days	Monthly and quarterly BC performance reports
Building Regulations Enforcement	Processing of non –domestic Building Control Applications	75% of non-domestic applications assessed within the legislative 56 days	Monthly and quarterly BC performance reports
Dangerous Structures Enforcement Legislation	Dealing with Dangerous Structures	Responding to reported dangerous structures within 24 hours of notification to Council	Communications/actions recorded on Tascomi T-Build system
Council Property Certificates Function	Complete responses to property Certificate enquiries within 10 working days	Reports generated by property certificates system, sample monitorin	Monthly and quarterly BC performance reports

appendix 5

Planning Department

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
Planning Development Management Planning	Processing of local Planning applications	Average processing time of local Planning applications 15 weeks	NI Planning Portal MIS Report
Planning Development Management Planning	Processing of major Planning applications	Average processing time of Major Planning applications 30 weeks	NI Planning Portal MIS Report
Planning Enforcement	Processing of Planning enforcement Cases	Conclude 70% of enforcement cases within 39 weeks	NI Planning Portal MIS Report
Planning Enforcement	Processing of Planning enforcement Cases	Site inspect 90% of high priority cases within 3 working days from receipt of complaint	NI Planning Portal MIS Report
Planning Enforcement	Processing of Planning enforcement Cases	Site inspect 100% of high priority cases, for example Listed Buildings, Tree Preservation Orders, within 5 working	NI Planning Portal MIS Report
Planning Department	Planning	Return telephone calls before end of the following working day.	Reports produced by NI Direct.
Planning Department	Replying to Planning correspondence	Respond to non FOI correspondence cases within 15 working days	Spreadsheet used to monitor and track all correspondence. 100% monitoring of priority cases for example correspondence from politicians, Ombudsman, Audit Office etc. Sample monitoring of non-priority correspondence by team leaders.
Planning Administration	Processing Property Certificates by Planning	Complete responses to property Certificate enquiries within 5 working days	Reports generated by property certificates system, sample monitoring
Planning Administration	Requests for Planning Documents	Respond to non FOI requests for copies of documents within 20 working days	Spreadsheet Sample monitoring

Economic Development Services Department

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
Enterprise Development	Redundancy Support for larger employers	Make initial contact with 100% of businesses by the end of next working day of receipt of notification from Invest NI.	From date of notification from Invest NI to date of initial contact.

Environmental Health Department

BUSINESS UNIT	SERVICE AREA	SERVICE STANDARD	METHOD OF MEASUREMENT
All EH Business Units	Requests for service	85% of requests for service/complaints acknowledged within 3 working days	Number of days between request for service and first response acknowledgement issued for all business areas
Public Safety & Protection	Animal Welfare Service	100% of Priority 1 Animal Welfare complaints responded to within 1 working day.	The number of Priority 1 animal welfare complaints responded to within 1 working day.
Public Safety & Protection	Dog Control	100% of dog attack requests for service responded to within 1 working day	The number of dog attacks responded to within 1 working days
Public Safety & Protection	Health and Safety	100% of fatal and major accident notifications responded to within 1 working day	The number of fatal and major accident notifications responded to within 1 working day
Public Safety & Protection	Health and Safety	100% accident notifications responded to within 3 working days	The number of accident notifications responded to within 3 working days
Public Safety & Protection	Licensing	Process and administer all full and complete licence applications and where no objections received within 1 month of receipt	Full licence applications from date of receipt to date licence issued
Food Control	Inspection of new premises	80% of New Premises inspected within 28 days of registration or opening	Number of new premises inspected within 28 days of registration or opening
Neighbourhood Services	Public Health and Housing	85% of requests for service responded to within 3 working days	Number of requests received that fall under Tascomi codes opposite and responded to within 3 working days
Neighbourhood Services	Public Health and Housing	Respond to 100% of complaints of harassment/illegal eviction within 1 working day	Number of complaints of harassment/illegal eviction
Neighbourhood Services	Public Health and Housing	Complete 50% of Private Tenancies Order Applications within 12 weeks of receipt	Number Private Tenancies Order Applications within previous quarter completed within 12 weeks



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