

CONSULTATION

Draft Performance Improvement Objectives

2018-2019



INTRODUCTION

Under the Local Government Act (NI) 2014, Councils must put arrangements in place to secure continuous improvement when carrying out their functions.

This means that each financial year we are required to set objectives for improving how we carry out our functions and to put in place arrangements to achieve these objectives.

Each improvement objective must bring about improvement in at least one of the following aspects:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

Our four Performance Improvement Objectives for 2018/2019 are:

1. Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through partnership working and increased participation
2. Improve economic growth across the Borough.
3. To develop and promote the built, natural and cultural heritage, creating vibrant and attractive urban and rural areas.
4. Increase customer satisfaction and accessibility to council services

As a new council we are still undergoing significant change and development, further developing our strategic planning frameworks. In conjunction with our statutory partners and through a process of on-going consultation the Borough Community Plan has been published April 2017.

The draft performance improvement objectives for 2018-2019 have been developed to align with the Programme for Government, Borough Community Plan, and our new corporate priorities as set out in our Draft Corporate Plan (2018-2023): Community, Economy, Committed Council, Place.

They have also been influenced by other regional and local strategies and areas identified by council departments which are a focus for improvement over the period 2018-2019.

The performance improvement objectives incorporate, where relevant, statutory performance standards and indicators for Waste, Planning and Economic Development as set out in the Local Government (Performance Indicators and Standards) Order (NI) 2015.

CONSULTATION

Armagh City, Banbridge and Craigavon Borough Council is formally consulting on the performance improvement objectives detailed below.

Consultation has already taken place with council officers and some Elected Members, however, we want to ensure that our objectives are also being developed in consultation with:

- All Elected Members;
- Employees;
- Residents and Stakeholders;
- Local Businesses;
- Statutory community planning partners and other statutory partners;
- Other bodies with which collaborative working is taking place or is being planned

The draft performance improvement objectives document can be obtained from the council offices in Armagh, Banbridge or Craigavon or online at www.armaghbanbridgecraigavon.gov.uk/consultations and is available in different formats upon request.

Responses can be made by any of the following methods:

Online: armaghbanbridgecraigavon.gov.uk/consultations

Email: performance@armaghbanbridgecraigavon.gov.uk

Telephone: **0300 0300 900 or 028 37 529600** and ask for the Performance and Audit Department

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



If you prefer to give your comments in person, please contact us so that we can facilitate a meeting with you.

You can contact the Performance and Audit Department with suggestions for service improvements at any time using the contact details above. The consultation questionnaire can be found on page 14.



PERFORMANCE IMPROVEMENT OBJECTIVE 1

PROVIDE AND PROMOTE MORE OPPORTUNITIES FOR PEOPLE TO IMPROVE THEIR PHYSICAL, MENTAL AND SOCIAL WELLBEING THROUGH PARTNERSHIP WORKING AND INCREASED PARTICIPATION.

Link to the Borough's Community Plan 2017-2030 Strategic Theme: COMMUNITY

We live in a caring and safe borough, where people lead healthy, fulfilling lives and take pride in shaping, nurturing and enriching community life.

Link to Council Corporate Priorities: COMMUNITY

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

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

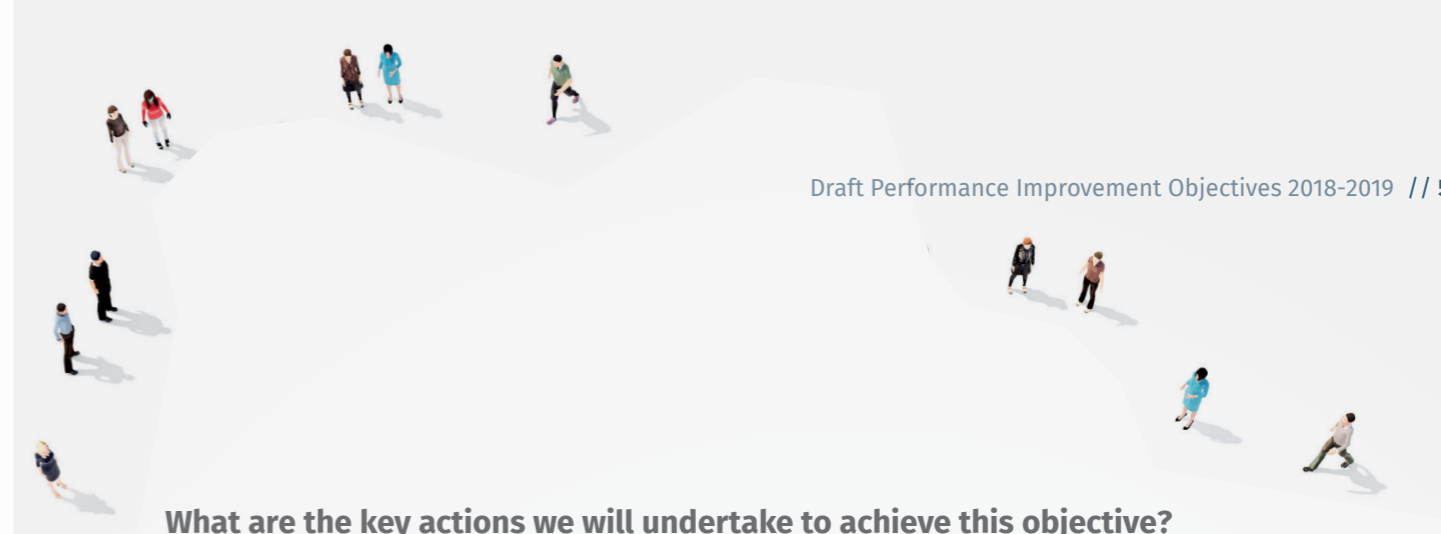
Why did we choose this objective?

Through our services, range of facilities, access funding and with our partners we are committed to building a confident and healthy community. It is our aspiration that everyone is equipped and supported to achieve the longest, healthiest and most fulfilling life possible. To achieve this, we will work collaboratively to address health and social inequalities throughout the Borough and across the generations.

We have an increasing and ageing population with a higher than average population increase over the last ten years. While a growing population is positive for our social and economic wellbeing, it will impact upon projected health and social care needs. A number of issues were identified as impacting on the health and wellbeing of people during the engagement process for developing the Community Plan which included: unhealthy lifestyles; limited physical exercise; disengagement; lack of meaningful engagement; isolation and loneliness with barriers to accessing services which included confusion on services available and rurality. We will provide a range of health improvement and social related activities and facilities to enable positive lifestyle choices for everyone.

Whilst life expectancy is improving and the majority of people have good health, inequalities in health exist, with the most deprived areas having worse outcomes on a number of health indicators. Across the Borough there are differences in the community infrastructure as well as service provision. Better partnership working and sharing of resources would help more people to participate. We will continue to partner with Community and Voluntary sectors to add value and increase the range of opportunities for people to engage in community life.

We understand our residents' concerns about crime, antisocial behaviour and social isolation. Through the Policing and Community Safety Partnership and Good Relations Team we will continue to find ways to improve public safety and reduce crime and disorder.



What are the key actions we will undertake to achieve this objective?

- Deliver health programmes within communities and groups experiencing the worst outcomes in health.
- Deliver a public awareness raising programme on a range of key health and wellbeing issues.
- Support volunteering opportunities to increase individuals' confidence, build capacity and benefit the local community.
- Increase the use of our open spaces by delivering a range of activities and event offerings to improve health and social wellbeing.
- Deliver training and learning programmes to help develop our local community.
- Increase participation in community centre / town hall / arts venue based activities leading to greater community connections.
- Deliver the culture and arts strategy.
- Increase opportunities for people to participate in physical activities:
 - make membership of indoor leisure more and attractive to targeted demographics
 - deliver activities to targeted groups such as those with special needs, women and girls, and those with high social needs as part of the Active Communities Programme.
 - develop a four season approach to outdoor leisure allowing individuals and groups to participate in activities all year round.

How will we measure progress?

- Number of health programmes delivered.
- Number of key health and wellbeing issues included in the public awareness raising programme.
- Further develop the Health and Recreation website.
- Number of volunteer hours.
- Number of training and learning programmes delivered.
- Community Centre and Town Hall user numbers.
- Number of events and mass participation activities run in our parks and open spaces.
- Number of indoor leisure memberships.
- Number of participants in activities for targeted groups.
- Number of users in parks, outdoor spaces and outdoor leisure facilities.
- % Arts, Culture & Heritage participation attendance. (will also apply to objective 3).
- % Arts, Culture & Heritage for residents. (will also apply to objective 3).

What improvement can residents, businesses or visitors expect?

- Those who experience the worst outcomes in health are more aware of the importance of physical, mental and social wellbeing.
- Increase in participation levels as a result of a more targeted and wider scope of services on offer.
- Contribution towards the Borough's long term outcomes as identified within 'Connected' - our community plan, these outcomes will be measured throughout the lifetime of the Community Plan 2016 - 2030.

Performance Improvement Aspects:

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

PERFORMANCE IMPROVEMENT OBJECTIVE 2

IMPROVE ECONOMIC GROWTH ACROSS THE BOROUGH.

Link to the Borough's Community Plan 2017-2030 Strategic Theme: ECONOMY

We are an internationally renowned destination - Our competitive industries, productivity and outward facing economy provides the global platform to attract, develop and maintain talent, investment and high growth opportunities.

Link to Council Corporate Priorities: ECONOMY

ENTERPRISING

- Business Start- up & growth;
- Efficient connections
- Provide information, services & programmes.

SKILLED

- Employability skills & training;
- Apprenticeships, work experience, volunteering;
- Up to date skills and learning.

TOURISM

- Understanding visitors;
- Unique visitor proposition & brand;
- Quality visitor experiences through places, accommodation & attractions.

Lead Departments: Economic Development; Regeneration; Tourism, Arts and Culture; Planning.

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

Why did we choose this objective?

The Borough benefits from its centralised location, supported by good road and rail networks. With 210,300 residents and over 8,100 businesses, the Borough boasts a total employee workforce of 72,300, and has a vibrant growing economic sector with some notable large employers. We have a higher proportion of jobs in manufacturing (16%) than Northern Ireland as a whole and at 1.9%, a lower rate of people claiming unemployment benefit. However, employee wages are lower than Northern Ireland as a whole, both for those employees who work in the area and those who live in the area. Youth unemployment poses the risk of creating a cycle of inactivity and continues to present a real challenge to growing the local economy. Further compounding this is our ageing population. As people stay in employment longer we need to increase the availability of jobs within the Borough.

Whilst the Borough has similar entrepreneurial and business start-up rates to Northern Ireland overall, those consulted through the community planning process agreed that a focus on encouraging and nurturing new business ideas, would help increase and sustain economic growth. We will play our part in supporting people to find work. We will provide support to local projects such as Job fairs, Business Education Partnership and businesses, helping participants make informed decisions about their future learning, their future employment and entrepreneurial opportunities.

The Borough benefits from a diverse range of quality and accessible educational training provision, dedicated staff and excellent relationships with a range of voluntary and community based groups, services and facilities that promote and support lifelong learning and development. However, employers tell us that there is there is a lack of skills for specific sectors which we are extremely keen to help address. This is more than just connecting local people to jobs, it is also about promoting the positive contribution that employment can make to people's lives, improving their opportunities and life choices.



In 2016, we attracted 145,000 overnight trips, equating to £26m visitor spend. There is still room to improve and we have ambitious plans to become a destination of choice. We are committed to stimulating tourism throughout the Borough, by providing memorable and unique visitor experiences. The Council is committed to building a thriving and prosperous economy, underpinned by a skills base of local people, which attracts inward investment, offering the best possible range of quality employment opportunities. We also aspire to capitalise on the Borough's unique assets and events so that the Borough becomes internationally renowned as a destination within Northern Ireland and beyond.

In order to improve economic growth, the Council will work to support entrepreneurship, innovation, business competitiveness, increased exporting, inward investment, job creation, attract more visitors, support skills development to enable business growth and tackle the poor physical and broadband connectivity in rural areas.

Our local development plan is key to the delivery of long term outcomes for the Borough, it helps set the conditions and planning framework to allow inward investment and economic growth, to facilitate new homes to meet the needs of the growing population and it shapes places to make them safe, attractive and desirable environments, whilst protecting the very assets that make our Borough unique.

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

- Continue to support economic growth through the business start-up and business growth programmes.
- Promote the Borough as open for business to external markets through continued partnership working locally, regionally, nationally and internationally.
- Ensure a sustainable economy through progressing the development of high quality infrastructure and supporting inclusive growth.
- In partnership maintain, attract and develop a skilled workforce that meets the needs of our businesses and our residents.
- Enable rural businesses to access funding to assist businesses to grow and diversify into new export markets.
- Implement key projects within the Borough's new Tourism Strategy including facilitating private sector investment in high quality accommodation, internationalising the attraction offer, developing a compelling brand for the destination and promotion in key international markets.
- Develop and deliver Council led signature events.
- Provide prompt planning decisions.
- Advance the Local Development Plan (will also apply to objective 3).

How will we measure progress?

- *Number of new jobs promoted through 'Business Start-up' activity.
- Number of new Social Enterprise start- ups.
- Number of existing Social Enterprises supported.
- Number of existing SMEs in key growth sectors supported through business mentoring.
- Number of external business connections progressed (MIPIM, export mission opportunities) (will also apply to objective 3).
- Progression of business infrastructure development opportunities.

- Implementation of an employability and skills forum and strategy.
- Number of new rural jobs created.
- Number of rural businesses increasing their export market.
- Number of users of Council cultural venues (will also apply to objective 3).
- Promote 3 themed tourism packages to 300 buyers on a one to one basis to an international tourism audience.
- Deliver three Council led signature events.
- *Major planning applications processed within an average of 30 weeks.
- *Local planning applications processed within 15 weeks.
- Advance the Local Development Plan (will also apply to objective 3).

**Relates to statutory indicators/standards as set out in The Local Government (Performance Indicators and Standards) Order (NI) 2015*

What improvement can residents, businesses or visitors expect?

- Businesses in key growth sectors will have greater access to, and awareness of, tailored mentoring support.
- Rural businesses have access to further investment in their business to meet both capital and resource needs.
- More businesses including rural businesses will have the ability to create new jobs and grow their business export potential.
- More opportunities for people to achieve greater prosperity.
- People are better equipped to take advantage of skills and investment opportunities.
- Visitors will benefit from improved tourism and hospitality offerings.
- All will benefit from a more co-ordinated approach to economic development achieved through greater partnership working.

Performance Improvement Aspects:

Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Innovation.

PERFORMANCE IMPROVEMENT OBJECTIVE 3

TO DEVELOP AND PROMOTE THE BUILT, NATURAL AND CULTURAL HERITAGE, CREATING VIBRANT AND ATTRACTIVE URBAN AND RURAL AREAS.

Link to 'Connected' The Borough's Community Plan 2017-2030 Strategic Theme: PLACE

The Borough is a place of discovery, where unique cultural and natural assets are cherished and people are inspired to be creative, to grow and to flourish.

Link to Council Corporate Priorities: PLACE

ENHANCED

- Increased understanding & respect of environment;
- Develop & enhance our assets in sustainable way;
- Promote civic pride & access to our local places.

CREATIVE

- Seek investment to preserve uniqueness of our heritage;
- Participation in arts & culture;
- Improve accessibility to creative experiences

REVITALISED

- Tackle physical & social deprivation;
- Secure investment in infrastructure and connectivity;
- Attractive, healthier, safer, cleaner neighbourhoods.

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

Why did we choose this objective?

We recognise that the uniqueness and diversity of our landscape and built infrastructure is one of our greatest assets. Therefore it is our aspiration that each urban and rural area is developed and promoted, so that the Borough's full potential as a vibrant place for living, working, visiting and investing can be achieved. We will place a focus on the heritage, both built and cultural ensuring heritage assets are conserved for future generations.

Our Borough is the place where we as individuals have chosen to live, to have family life, to go to school, to work, to invest, to play and to shop. We want people to live in well-designed, sustainable and connected communities, benefiting from accessible services and amenities. People living in rural areas should also benefit from good services and digital accessibility to ensure they fully participate in all aspects of civic life and future economic growth. We need to meet the changing demands for our current population and needs of future generations and ensure that our Borough, our City, town centres and villages, remain at the heart of community and economic life. Community planning stakeholder engagement highlighted a number of issues facing independent traders such as vacancy rates, attractiveness of town and village centres etc. Through our Public Realm, Townscape Heritage Initiatives and Capital Investment Programmes, the appearance of our City, towns, villages and rural areas have been and will continue to be enhanced - making people feel good when they visit, shop, work or live here.

We want to deliver innovative solutions to physical, economic and social, urban and rural renewal through integrated investment, regeneration and planning policy and practice. To achieve our aspiration, we must adopt a more collaborative and holistic approach to place-shaping, building on the wealth of strategies, plans and initiatives already working to deliver on our desired outcomes. Our City, towns, villages and rural areas need to be places of choice. We want the Borough to have a dynamic and inclusive arts and cultural offering that is responsive to the needs of residents and has mass appeal to visitors. Arts and Culture play an important role in community life, enhancing our sense of place and improving wellbeing

and quality of life. Despite a thriving arts scene, feedback during recent community planning engagement highlighted the need to overcome barriers to engagement and recognise the benefits of arts participation to the quality of life. We will continue to develop programmes that encourage residents to use our venues ensuring that they are accessible to all.

We want to develop an understanding of, and respect for, the contribution of the built and natural environment and the role it plays in improving the health and vitality of urban and rural communities, their sense of place, character and identity. Our Borough's landscape, built and natural environment is unique and remarkably diverse. Its development and promotion is a key priority for us. The community planning engagement process highlighted a number of issues including a perceived lack of green spaces and a lack of community ownership, interest and pride in the environment, which may result in dereliction, littering and fly-tipping. We will work to ensure our neighbourhoods are kept clean, bins are lifted and health and safety standards are adhered to making our areas more attractive, healthier, safer and cleaner. This means more people will want to live or visit here. Businesses will be more likely to invest, or set up; improving the economy and creating jobs.

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

- Actively support regeneration projects in our City, towns, and villages by delivering shop front improvement schemes, dereliction projects, town centre development, public realm / environmental improvement schemes and 'Meanwhile Spaces'.
- Focus on heritage led regeneration in urban and rural areas.
- Deliver the Evening Economy Strategy across the Borough.
- Implement key actions from the Council Waste Management Strategy including the 'Food Waste from Landfill' campaign and develop route optimisation across the Council.
- Implement key actions from the Council's Clean Neighbourhoods Plan.
- Develop and promote excellence in green spaces across the Borough.
- Implement the Council's enforcement policies and procedures (will also apply to objective 2).
- Work in partnership with local businesses and organisations to maintain 'Fairtrade Borough' status accreditation.
- Develop and promote a range of arts and cultural activities.
- Deliver a rural digital connectivity pilot project (will also apply to objective 2)
- Advance the Local Development Plan (will also apply to objective 2).

How will we measure progress?

- Number of property owners supported to invest in buildings to attract more uses for our City, towns and villages.
- Number of public realm schemes completed.
- Number of buildings protected through heritage led regeneration schemes.
- Amount of funding secured.
- Number of property owners and retailers in our City, towns and villages engaging in funded initiatives and partnership led initiatives.
- Number of promotional campaigns delivered.
- Purple Flag status for Armagh City Centre maintained.
- *Recycling and composting of the Borough's waste increased to 49.5%.
- *Amount of Biodegradable Municipal Waste landfilled falls to 10,019 tonnes.

- Satisfaction levels with cleanliness of the Borough.
- The number of environmental best practice accreditations for example Green Flags, Rare Breed Recognition, Quality Badge for Learning Outside the Classroom.
- *70% of all planning enforcement cases to be processed within 39 weeks of receipt of complaint
- 'Fairtrade Borough' accreditation maintained.
- Number of users of Council Arts, Culture and Heritage Venues (will also apply to objective 2)
- Number of participants in Arts, Culture and Heritage programmes).
- % Arts, Culture and Heritage participation and attendance (will also apply to objective 1)
- Number of external business connections progressed (MIPIM, export mission opportunities) (will also apply to objective 2).
- Delivery of a rural digital connectivity pilot project. Number of rural residents and/or businesses benefiting from increased internet speeds.
- Advance the Local Development Plan (will also apply to objective 2).

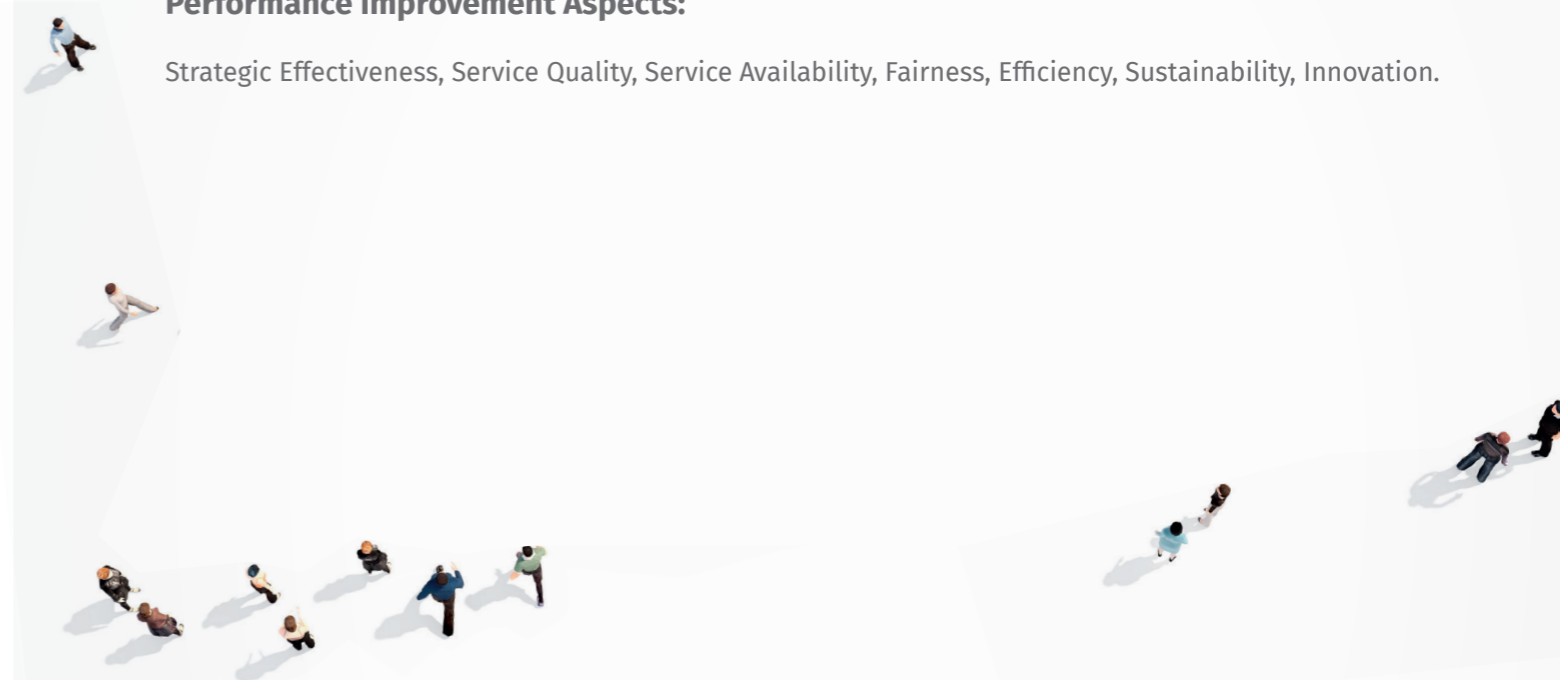
**Relates to statutory indicators/standards as set out in The Local Government (Performance Indicators and Standards) Order (NI) 2015*

What improvement can residents, businesses or visitors expect?

- Enhanced built and natural environments in our City, towns, villages and rural areas.
- Less dereliction and improved appearance of shops and buildings in our City, towns and village centres.
- Improved appearance of our Historic Buildings.
- Increase in the capability of retailers, investors and communities to deliver regeneration initiatives.
- Improved rural digital connectivity in the pilot area.
- Efficient recycling and composting service to enable diversion of waste from landfill.
- Recognition of living and working in a Borough which supports and promotes local products and producers, and awareness of Fairtrade and global fair labour.
- More opportunities to engage with arts and cultural activities.

Performance Improvement Aspects:

Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Sustainability, Innovation.



PERFORMANCE IMPROVEMENT OBJECTIVE 4

INCREASE CUSTOMER SATISFACTION AND ACCESSIBILITY TO COUNCIL SERVICES.

Link to 'Connected' The Borough's Community Plan 2017-2030 Cross Cutting Theme: CONNECTIVITY

We believe connectivity is integral to improving quality of life. Through our plan we will work to transform and connect all areas of the Borough physically, digitally and socially through shared collaborative approaches.

Link to Council Corporate Priorities: COMMITTED COUNCIL

COMMITMENT

- Take a one council approach with clear, robust & accountable processes.

COMMITMENT

- Staff & Elected Members are ambassadors, promoting the values and ambition of the organisation.

COMMITMENT

- Increased customer satisfaction with Council services.

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

Why did we choose this objective?

Customer service has been identified as one of our critical priorities in developing our Council services. We will build our capability through positive culture and leadership, transformation, communication and valuing and investing in our staff. Customer service is central to the Council's aim of providing people centred services. It should be at the core of everything we do and be visible in all aspects of both internal and external service delivery, demonstrated through the behaviours of our people. We see improved customer care provision as a key aspect of a corporate wide performance improvement agenda, which touches every aspect of what the Council aims to deliver.

It is our ambition to provide excellent services to everyone and to ensure the best customer experiences for all residents, communities, businesses, visitors and all other stakeholders. We will continue to communicate the work Council delivers to our customers through its initiatives and services in a wide variety of ways. Making sure correct, up to date and relevant Council information is made available to the people of the Borough and to Council staff. We will be a Council that is easy to do business with.

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

The Year 2 Customer Care Action Plan contains more detailed actions which are planned to be undertaken to achieve this objective. In addition, throughout the course of the 2018/19 a number of departments will undertake a review of particular services which will identify areas for improvement in customer care and service delivery. Action plans resulting from such reviews will also contribute to achieving this objective.

The Key Actions are:

- Establish baseline customer satisfaction levels by undertaking consultation with customers and service users, using a range of methods.
- Continue to deliver customer care workshops to staff.
- Continue to deliver equality and disability training to staff.

- Implement our corporate customer complaints procedure supported by appropriate software.
- Develop a Customer Care Charter.
- Develop and use technology to improve access to services e.g. online reporting and development of new websites.
- Use baseline information from staff surveys to prepare an action plan to embed customer care across the organisation.
- Continue to consult with all key stakeholders.

How will we measure progress?

- Customer satisfaction levels, identified through surveys and monitoring of feedback to establish baseline information.
- Staff satisfaction surveys.
- Corporate complaints procedure implemented.
- Number of services available on-line.
- Number of on-line business/service transactions.
- Number of staff attending customer care workshops.
- Number of sessions on equality and disability training to staff.
- Customer Care Charter developed and implemented.
- Implementation of Customer Care Action Plan.
- Confirmation against customer care behaviours measurement through the development of a staff appraisal system.
- Implementation of a Consultation Hub.

What improvement can residents, businesses or visitors expect?

As a result of our actions it is hoped that all external and internal customers including residents, businesses and visitors will have:

- Improved customer experiences and satisfaction with the services they receive.
- Improved availability of up to date, clear and accessible information about Council services.
- Increased availability of on-line services.

Performance Improvement Aspects:

Strategic Effectiveness, Service Availability, Service Quality, Fairness, Sustainability, Efficiency, Innovation.

CONSULTATION QUESTIONNAIRE

The main purpose of this consultation is to consult on the Council’s draft performance improvement objectives for 2018-2019. This consultation will close at 12 Noon on 9th March 2018.

Are you answering this questionnaire on behalf of an organisation or as an individual?

Organisation Individual

Name	
Organisation (where applicable):	
Email	

May we contact you to discuss your response to this consultation?

This may be to follow up any specific points we need to clarify.

Yes No

Consent

To support transparency in our decision making process, all responses to this consultation will be made public. This will include the name of the responding organisation (if applicable). However, names of individuals will only be published if you give consent below. Please note that we will not publish your contact details.

Yes, I consent to my name being published with my response

No, please remove my name before publishing my response

(Please be aware that any information provided in response to this consultation could be made publicly available if requested under a Freedom of Information request).

We would welcome your responses to the following questions.

Please answer the questions that are applicable to you and if you wish to make additional general comments about the Draft Performance Improvement Objectives, please do so at question 4.

QUESTION 1:

What is your main interest in responding to this consultation? Tick all that apply

Elected member	
Resident/ratepayer	
Private sector (e.g. local business)	
Charity/Community/Voluntary Organisation	
Statutory body (e.g. health, education, transport, housing, etc.)	
Local Government	
Other <small>[please state]</small>	



QUESTION 2:

Do you agree that the proposed Performance Improvement Objectives are appropriate for our Borough? As well as the proposed objective you may wish to reflect on the key actions and measurements as described in the consultation document.

Please indicate whether you agree or disagree, and add comments where applicable

1.	Provide and promote more opportunities for people to improve their physical, mental and social wellbeing through increased participation.	Agree		Disagree	
Comments:					
2.	Improve economic growth across the Borough.	Agree		Disagree	
Comments:					
3.	To develop and promote the built, natural and cultural heritage, creating vibrant and attractive urban and rural areas.	Agree		Disagree	
Comments:					
4.	Increase customer satisfaction and accessibility to Council services.	Agree		Disagree	
Comments:					

QUESTION 3:


Please outline any improvements that you feel could be made by Armagh City, Banbridge and Craigavon Borough Council in the future.

QUESTION 4:

Please provide any further comments relating to the draft performance improvement objectives:

Thank you for taking the time to complete this questionnaire. Your feedback is important in our review of the draft performance improvement objectives for 2018/2019.

Please see page 3 for details on how to return your response to us.



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