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**DRAFT PERFORMANCE IMPROVEMENT OBJECTIVES 2025-2026**

**CONSULTATION DOCUMENTS**

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**Introduction**

Armagh City, Banbridge and Craigavon Borough Council has a statutory duty under the Local Government Act (Northern Ireland) 2014, to publish improvement objectives each year which set out the key improvements Council aims to deliver.

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

As per Department for Communities (DfC) Government Guidance, our draft improvement objectives have been based on:

* a strong evidence base,
* an understanding of our citizens’ needs,
* correspond directly with Council’s priorities, and
* selected on basis of critical self-analysis.

In this document, we are pleased to introduce our draft Performance Improvement Objectives for 2025/2026 and invite you to put forward your views on these objectives.

They are as follows, with further details on each of the objectives is set out later in this document:

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

**PIO 2: We will reduce Council’s environmental impact through the development and implementation of a Climate and Sustainability Action Plan.**

**PIO 3: We will improve our Waste Management Services through the implementation of technological solutions and continued communication.**

**PIO 4: We will improve Communications with our customers on Council Services and responsibilities.**

We are committed to ensuring that our performance improvement objectives positively enhance the quality of life for all stakeholders across the Borough. Our goal is to provide assurance to residents, businesses, and all stakeholders that we are dedicated to delivering services that are efficient, cost-effective, and of the highest standard.

The purpose of this document is to invite your feedback on the draft Performance Improvement Objectives for 2025-2026. We value your ongoing input and welcome any comments, suggestions, or ideas for new improvement objectives that could help us further enhance our services.

**The Consultation Process**

In preparing the draft Performance Improvement Objectives for 2025/26, we have drawn on a wide range of evidence, including data, performance trends, committee reports, and other relevant information.

Since Autumn/Winter 2024, we have undertaken comprehensive internal analysis and engagement within the Council, involving senior management and officers across all Directorates. This process has included:

* **Self-analysis by Heads of Department**, examining departmental data, business plans, performance and risk management records, and the Mid-Year Self-Assessment Report.
* **Peer analysis within Heads of Department/ Senior Leadership Team** to consult with and foster cross-departmental insights.
* **Independent critical analysis** conducted by the Performance Team, ensuring a continuous improvement focus throughout the review process.

These efforts have been instrumental in shaping the identification of our improvement objectives. To build on this work, we are now undertaking a minimum of 8-week public consultation to gather further feedback and insights from stakeholders.

The consultation will - **Open: 6 FEBRUARY 2025 and close: 3 APRIL 2025**

You can submit your feedback to us in the following ways:

**Online:** [Armagh City, Banbridge and Craigavon Borough Council - Citizen Space](https://armaghbanbridgecraigavon.citizenspace.com/)

**Email:** performance@armaghbanbridgecraigavon.gov.uk

**In Writing:** Strategy & Performance Department

 Armagh City, Banbridge and Craigavon Borough Council

 Armagh Old City Hospital

 39 Abbey Street

 Armagh

 BT61 7DY

**Tel:**  0300 0300 900

We will use a range of communication methods to promote the consultation exercise including for example: social media, email and website.

Hard copies are also available upon request via email, phone or in writing using the contact details above or at the reception of our 3 main civic building offices at the Palace, Friary Road, Armagh, the Civic Building, Downshire Road, Banbridge and Craigavon Civic and Conference Centre, Lake Road, Craigavon.

The documents are also available in alternative formats upon request using the contact details above.

The relevant equality screening and rural needs impact assessment of the draft performance improvement objectives are included as part of the consultation papers and process.

**Upon completion of the public consultation exercise, analysis of feedback and any required changes will be reviewed and subject to Council approval, we will publish an annual Performance Improvement Plan containing the agreed Improvement Objectives for 2025 – 2026 on the Council website at** [**www.armaghbanbridgecraigavon.gov.uk**](http://www.armaghbanbridgecraigavon.gov.uk)

In the next section of our Consultation document, a table provides detail on each of the 4 Draft Performance Improvement Objectives we have identified. In presenting each of these Objectives for consultation we have highlighted**:**

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

**Draft Performance Improvement Objectives identified for 2025-26**

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Performance Improvement Objective 1** | **Link to Community Plan/ Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will reduce the average number of days’ sickness absence lost per employee. | **Service Delivery:**Continuously review to improve our services.Monitor and report our performance.**Staff, Leadership and Resources:**Value staff and be civic leaders.Strengthen our governance and review efficiency of our resources and assets | This objective has been carried forward from 2025/26.Musculoskeletal, work related and non-worked related stress have emerged as the main reasons for absence. The management of absenteeism remains a high priority within Council and will therefore remain an improvement objective for 2025/26.  | Provide support to line managers enabling them to effectively manage staff absence. (HR & OD will lead on this) | The average number of days’ sickness absence lost per employee | 16 days or lower  | 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.If progress is made, then it should also result in better continuity of service delivery. |
| Implement the updated Attendance Management Policy/Procedure and additional appropriate training for managers | Policy and training delivered  | 30 September 2025 |
| Develop and implement annual Staff Health & Wellbeing Action Plan. | Staff Health & Wellbeing Action Plan delivered | 31 March 2026 |
| Deliver initiatives / activities aligned to main reasons for absence. | Wellbeing initiatives delivered across main themes of absence. | 31 March 2026 |
| Maintain a minimum of 85% of Mental Health First Aider (MHFA) Champions within Council and provide as required provide refresher training.  | The percentage of Mental Health First Aiders available | 85% at 31 March 2026 |
| Communicate MHFA Champions to staff  | The number of targeted communications on MHFA services issued to staff. | At least 2  |
| Develop and implement Hybrid Working policy. | Hybrid Working Policy developed  | Hybrid Working Policy implemented in April 2025 |
| ***Performance Improvement Aspects:*** *Strategic Effectiveness, Service Quality, Service Availability, Fairness* |

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| --- | --- | --- | --- | --- | --- | --- |
| ***Performance Improvement Objective 2*** | ***Link to Community Plan/ Corporate Plan 2023-2027*** | ***Why have we chosen this Objective?*** | ***What we will do (Actions)*** | ***How do we measure (Performance Indicators)*** | ***We will have succeeded if (Standards/Targets)*** | ***How our citizens and stakeholders may benefit*** |
| We will reduce Council’s environmental impact through the development and implementation of a Climate and Sustainability Action Plan. | **Environment and Place**: Actively respond to the climate crisis and support others to do likewise**Service Delivery**: Monitor and communicate our performance**Staff, Leadership and Resources:** Strengthen our governance and review efficiency of our resources and assets | This objective has been retained and revised for 2025/26.It is acknowledged that this is a long-term objective for Council and that there is still a significant amount of work to be carried out to ensure that Council deliver on the commitment to reduce their environmental impact. | Establish a cross departmental working group. | Working Group established | Regular meetings and reporting from Working Group throughout 2025/26. | In the long term there will be a reduction in energy costs and a positive impact on the health and well-being of our citizens.   |
| Develop and implement a Corporate Action Plan. | Action Plan consulted on and approved. | Approval of Action Plan by full Council June 2025 |
| Feasibility studies and associated business cases completed for pipeline energy reduction projects – ‘invest to save’.  | The number of pipeline energy projects identified  | To be determined |
| Identify areas of improvement in terms of systems & processes relating to energy usage and cost savings. | The percentage reduction in energy consumption. | 5% reduction in energy consumption across portfolio of facilities, (subject to review) |
| Updated Communications on Climate. | Internet/intranet section updated. | 31 March 2026 |
| Deliver mandatory staff training  | The percentage of staff trained | 70% of staff trained by 31 March 2026 (subject to review) |
| ***Performance Improvement Aspects:*** *Strategic Effectiveness, Service Quality, Service Availability, Fairness, Sustainability, Efficiency, Innovation.* |

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| **Performance Improvement Objective 3** | **Link to Community Plan/ Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will improve our Waste Management Services through the implementation of technological solutions and continued communication. | **Service Delivery:**Continuously review to improve our servicesSeek and use regular customer engagement and feedback.**Staff, Leadership and Resources:**Communicate and engage with staff, communities and others. | This objective has been retained and revised for 2025/26.The Mid-Year Performance Report demonstrates that this improvement objective is on target. Significant work has been carried out; however, analysis of various communication channels suggests that there is still an opportunity for improving communication on waste management. | Implement in cab digital data information system as part of the Environmental Services Service Improvement Project  | In Cab Technology in use.Availability of real time data to deal with customer enquiries. | 80% of waste collection service using in cab technology by March 2026Weekly  | Increased customer satisfaction with information about Waste Management Services.Customers will have improved accessible information on Waste Management Services on a range on channels |
| Continue review of Waste Management section of website | Updated Waste Management section on website, including Frequently Asked Questions (FAQ) | Quarterly updates of Waste Management Section  |
| Provide standardisation of relevant, accurate and up to date information on appropriate communication channels | Copies of publicity/ PR posted on all communication channels  | As required, by 31 March 2026 |
| Regular Analysis of Customer communication methods including Contact Us/ complaints@/ Website hits/ ABC Council App Usage/social media | Review and analysis of communications channels and enquiries across all channels to update FAQ on websiteABC Council App usage statisticsThe number of hits on website section | Quarterly review of communication channelsQuarterly Review*(will determine baseline)* |
| ***Performance Improvement Aspects:*** *Strategic Effectiveness, Service Quality, Service Availability, Fairness, Efficiency, Innovation* |

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| --- | --- | --- | --- | --- | --- | --- |
| **Performance Improvement Objective 4** | **Link to Community Plan/ Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will improveCommunications withour customers onCouncil Services andResponsibilities. | **Service Delivery:**Continuously review to improve our servicesSeek and use regular customer engagement and feedback.**Staff, Leadership and Resources:**Communicate and engage with staff, communities and others. | This improvement objective has been carried over for 2025/26.Progress on this performance improvement objective has continued at a slower pace than expected, primarily due to resources within the two lead teams. | Review website and Include a user-friendly section that outlines the services and responsibilities that Council is responsible for. | Updated user-friendly section on the websiteThe number of hits/traffic on certain website sections using analytics | By 31 March 2026.Quarterly review *(will determine baseline)* | A dedicated /user friendly section on the website will give customers the assurance that they are contacting the correct Department directly and the correct external organisation in relation to the service they require.This should reduce the time Council staff spend redirecting service requests.This will improve customers understanding of the range of Council Services and Responsibilities |
| Review, update and profile generic email addresses for Council departments and functions. | Departmental generic Email addresses agreed, operational and profiled on website | By 31 March 2026 |
| Provide contact details or links to other public bodies/ external organisations responsible for non- Council services  | A reduction in Emails coming in via the corporate Council mailboxes and jot form that relate directly to departments/services | 5% Reduction in enquiries received by info@/jot forms   |
| Use social media channels to send out communications at prescribed times in relation to Council services and responsibilities. | The number of enquires received by Council that relate to external organisations Analysis of trends in Social Media posts | Quarterly review*(will determine baseline)*Quarterly *(will determine baseline)* |
| ***Performance Improvement Aspects:*** *Strategic Effectiveness, Service quality, Service availability, Fairness, Sustainability, Efficiency, Innovation* |

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**We want to hear from you at any time:**

We value your feedback and comments on the draft Performance Improvement Objectives. We also welcome any suggestions on how we might improve our services generally and if you would like to propose any new improvement objectives for future consideration.

To get in touch please use any of the following methods:

**Email:**  performance@armaghbanbridgecraigavon.gov.uk

**Telephone:** 0300 0300 900, ask for the Strategy and Performance Department

**In Writing:** Strategy and Performance Department

 Armagh City, Banbridge and Craigavon Borough Council

 Armagh Old City Hospital

 39 Abbey Street

 Armagh

 BT61 7DY

**CONSULTATION QUESTIONNAIRE**

Armagh City, Banbridge and Craigavon Borough Council is conducting a consultation to seek your views on its draft performance improvement objectives for 2025-2026.

The Local Government Act (NI) requires councils to ensure continuous improvement whilst carrying out their functions and delivering their services. Councils are also required to set improvement objectives and put in place arrangements to achieve these.

The Council is dedicated to ensuring that its performance objectives positively impact the quality of life for stakeholders across the Borough. We strive to build confidence among residents, businesses, and all stakeholders in our commitment to delivering services that are efficient, effective, and of the highest standard.

The purpose of this consultation is to seek your views on the draft improvement objectives for 2025-2026, the associated Equality Policy Screening form and the Rural Needs Impact Assessment.

We welcome your feedback and suggestions on how we can make improvements in any service area.

You can request alternative formats of the questionnaire by contacting the Performance Team using the details below:

By email: performance@armaghbanbridgecraigavon.gov.uk

By telephone: 0300 0300 900, ask for the Strategy & Performance Department.

In writing to: The Performance Team

 Armagh City, Banbridge and Craigavon Borough Council

Armagh Old City Hospital

 39 Abbey Street

 Armagh

BT61 7DY

**Responses should be returned, no later than 3 APRIL 2025 via Council’s Consultation Hub using the link:** [Armagh City, Banbridge and Craigavon Borough Council - Citizen Space](https://armaghbanbridgecraigavon.citizenspace.com/) **or by using the contact details listed above. If you require assistance, then please do not hesitate to contact us**

**PRIVACY NOTICE FOR DRAFT PERFORMANCE IMPROVEMENT OBJECTIVES 2025-26**

**Purpose and lawful basis for processing**

Our purpose for processing your personal data is to obtain your views on draft Performance Improvement Objectives which we set within our annual Performance Improvement Plan for 2025 - 2026. We want these objectives to have a positive impact on the quality of life for all stakeholders across the Borough.

We are processing the personal information you provide under the UK General Data Protection Regulation (UK GDPR). The lawful basis we are relying on to process your personal data is Article 6 (1) (c) of the UK GDPR, which allows us to process personal data when the processing is necessary for Council to comply with the law (not including contractual obligations).

**What do we need?**

We only collect and use the minimum amount of personal information required. The information that we will collect about you in this consultation is:

* Name
* Postcode
* Email Address

When you complete our online consultation, we collect the IP address that you accessed from but do not use this to identify individuals.

We will also process any other personal data you choose to provide in your response to the consultation such as the EQIA (Equality) Policy Screening Form and your response to the Rural Needs Impact Assessment.

You also have the option of providing monitoring information, recorded separately from your response to the consultation, and which remains anonymous.

**What do we do with it?**

We will process personal information provided to obtain your feedback on draft Performance Improvement Objectives for 2025 - 26.

We may publish a summary of the consultation responses, but this will not contain any personal data.

**How long do we keep it?**

This consultation is available from 6 February 2025 and closes on 3 April 2025. The responses, including your personal data, will be securely stored electronically on servers, held for six years from the consultation closing date and then deleted / destroyed in line with Council’s Retention and Disposal Schedule.

**Do we use any data processors?**

Council has a contract with Delib Citizen Space to provide the Consultation Hub service as a method to gather the consultation responses. This service provides the online consultation platform for Council to design and publish online public engagement activities including consultations. This is also the service used by Council when it commissions third parties to carry out engagement activities, unless otherwise stated.

Council is the data controller, Delib is the data processor and Rackspace Limited, which hosts the consultation platform, is a sub-processor. You can find details of the Consultation Hub’s privacy policy via [armaghbanbridgecraigavon.citizenspace.com/privacy policy](https://armaghbanbridgecraigavon.citizenspace.com/privacy_policy/).

You can find privacy statements relating to Delib’s service to its customers and their Data Protection Officer’s contact details via [www.delib.net/privacy](http://www.delib.net/privacy).

**Where is the information stored? Do we transfer data overseas?**

All data collected through this consultation is stored in the UK in secure data centres operated and managed by Delib’s chosen Infrastructure as a Service provider. You can find details of the Consultation Hub’s privacy policy at the following link:

[armaghbanbridgecraigavon.citizenspace.com/privacy\_policy](https://armaghbanbridgecraigavon.citizenspace.com/privacy_policy/).

You can find privacy statements relating to Delib’s service to its customers and their Data Protection Officer’s contact details via [www.delib.net/privacy](http://www.delib.net/privacy).

**What are your rights?**

If you have any questions regarding this survey, or you wish to withdraw from the consultation, please contact the Strategy & Performance Department:

**In writing:** Strategy & Performance Department

Armagh City, Banbridge and Craigavon Borough Council

Armagh Old City Hospital

39 Abbey Street

Armagh

BT61 7DY

**By email:** performance@armaghbanbridgecraigavon.gov.uk

**By phone:** 0300 0300 900 and ask for the Strategy and Performance Department.

For more information on your rights, please refer to the Information Commissioner’s Office website please see '[Your data protection rights](https://ico.org.uk/global/privacy-notice/your-data-protection-rights/)'.

If you are unhappy with the way in which we have processed your personal data, you have the [right to complain](https://ico.org.uk/make-a-complaint/) to the ICO as the UK supervisory authority.

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**Please tick this box that you agree before completing the questionnaire.**

**Questionnaire**

**Introduction**

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| Your details:  |
| Name |  |
| Postcode |  |
| Contact Email |  |

|  |
| --- |
| Are you responding as an individual or an organisation?***(Please specify)*** |
|  Individual | 🞎 |
|  Organisation  | 🞎 |

|  |
| --- |
| If you are responding for an organisation, please specify the name. |

|  |
| --- |
| **Question 1: What is your main interest in responding to this consultation?*****Please tick all that apply:*** |
| Resident |  |
| Elected Member |  |
| Local Business |  |
| Local Community Organisation |  |
| Local Voluntary Organisation |  |
| Statutory Organisation |  |
| Current Council Employee |  |
| Visitor to the Borough |  |
| Work in the Borough |  |
| Other |  |

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| If other, please provide further detail below: |

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| **Question 2: Proposed Performance Improvement Objectives****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, measurements and outcomes as described in the consultation document*. Please indicate whether you agree or disagree with the proposed Performance Improvement Objective in the tick box provided.** ***You may also wish to consider the additional prompts and provide comments in the boxes below*.** |
| **1. We will reduce the average number of days sickness absence lost per employee.****Council wish to contribute to the overall health &** **wellbeing of our Borough, this includes our own****workforce.**  | Agree 🞎  | Disagree 🞎 |
| Comments: |  |  |

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| --- | --- | --- |
| **2. We will reduce Council’s environmental impact through the development and implementation of a Climate and Sustainability Action Plan**.**You may wish to let us know of initiatives/ideas Council could consider in relation to this objective.**  | Agree 🞎  | Disagree 🞎 |
| Comments:  |
| **3. We will improve our Waste Management Services through the implementation of technological solutions and continued communication.****You may wish to let us know of ideas/initiatives Council could consider in improving our communications in relation to waste management services.**  | Agree 🞎  | Disagree 🞎 |
| Comments: |
| **4. We will improve Communications with our customers on Council Services and responsibilities.** **Sometimes people get confused between Council****and other public bodies’ responsibilities – have you****ideas on how we could communicate who is****responsible for the different services more clearly?** | Agree 🞎 | Disagree 🞎 |
| Comments: |

|  |
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| **Question 3: Suggestions For Improvement** Council is committed to their General Duty to Continuously Improve. If there are other specific Council Services where you would like to see improvements made, please provide detail in the space below.  |
| Comments: |

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| **Question 4: Equality** Do you feel the draft Armagh City, Banbridge and Craigavon Borough Performance Improvement Objectives would have a positive or negative effect on the following (tick the box) |
|  | Strongly Positive | Mainly positive | No effect | Mainly negative | Strongly negative |
| Persons with/without dependants | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Persons with/without a disability | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Men and Women | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Sexual Orientation | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Marital Status | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Racial Groups | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Different ages | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Political Opinion | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Religious Belief | 🞎 | 🞎 | 🞎 | 🞎 | 🞎 |
| Comments: |  |

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| --- |
| **Question 5: EQIA Policy Screening form****If you have any further comments on the EQIA Policy Screening form, please comment below**. |
| **Comments:** |
| **Question 6: Rural Needs Impact Assessment****Do you agree that the Rural Needs Impact assessment will have a positive impact on the Rural needs within our Borough?**

|  |  |
| --- | --- |
| **YES****🞎** | **NO****🞎** |

**If you have any further comments on draft Rural Needs Impact Assessment, please comment below.** |
| **Comments:** |

**Thank you for taking part in this consultation, your views are appreciated.**

**All responses received will be analysed and complied into an anonymous consultation report.**

**Feedback on the consultation responses will be provided on the Council website via the ‘We asked, You Said, We Did’ section of our consultation hub.**