**Appendix A**

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**DRAFT PERFORMANCE IMPROVEMENT OBJECTIVES 2024-2025**

**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 2024/2025 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 improve the processing times for planning applications.**

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

**PIO 4: We will continue to improve Communication with our customers on Waste management services.**

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

We are keen to ensure our performance improvement objectives have a positive impact on the quality of life for all stakeholders across the Borough. We want to give surety to residents, businesses and all of our stakeholders that we are fully committed to using our best efforts to deliver services that are efficient, economical and of an excellent standard.

The purpose of this document is to seek your views on the draft Performance Improvement Objectives 2024-2025. We welcome your on-going feedback and comments or suggestions on how we might improve our services, and in particular, any proposals for new improvement objectives.

**The Consultation Process**

In developing the *draft* Performance Improvement Objectives 2024/25 we have drawn from a number of sources of evidence / data/ information/ trends, performance reports, committee reports etc.

Internal analysis and engagement within Council that has taken place since Autumn/ Winter 2023 with senior management and Council officers from across Directorates include:

* **self-analysis** by Heads of Department, reviewing Departmental data/information, Business Plans, Performance & Risk management, Mid-Year Self-assessment report
* **peer analysis** at Directorate team meetings with Strategic Directors and Executive Management Team, and finally,
* **independent critical analysis** bythe Strategy & Performance Department; and to ensure a focus of continuous improvement.

This work continues to help inform the identification of our improvement objectives. In addition, we are now undertaking an 8-week public consultation exercise.

The consultation will - **Open: 26th March 2024 and close: 21st May 2024**

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 2024 – 2025 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 5 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 DRAFT Corporate Plan/ Customer Care Strategy**
* **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 2024-25**

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Performance Improvement Objective 1** | **Link to Community Plan/ Council Draft Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will reduce the 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. | This objective has been carried forward from 2023/24.Trends remain largely unchanged with Chest/Respiratory, Stress/ Depression Mental Health and Musculosketal as the main reasons for absence.  Reviewing the annual 2023/24 targets for staff absences with the Mid-year position 2022/23, Council is on target with the sickness absence figures. The management of absenteeism continues to receive a high focus within Council and therefore remains as an improvement objective for 2024/25.  | Continue to monitor and manage absence closely.HR&OD will continue to provide support to line managers enabling them to effectively manage staff absence.Develop and implement annual Staff Health & Wellbeing Action Plan.Deliver initiatives / activities aligned to main reasons for absence.Maintain the number of Mental Health first Aider Champions within Council and provide refresher training as required. Communicate MHFA Champions to staffDevelop Hybrid Working policy | The average number of days sickness absence lost per employeeThe average rate of short term absencesThe average rate of long term absences Action planWellbeing initiatives delivered across main themes of absence.Regular communication and promotion of Mental Health First Aid service. | 16 days or lower 1.4% or lower 5% or lower Action Plan delivered by March 2025Health and Wellbeing initiatives/activities delivered across the main themes of absenceXX\* Mental Health First Aiders available at March 2025*\*Awaiting YE data from HR number at March 2024.*Hybrid Working Policy | 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. |

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Performance Improvement Objective 2** | **Link to Community Plan/ Council Draft Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will improve processing times for planning applications | **Service Delivery:** Continuously review to improve our services.Monitor and report our performance.**Environment and Place:**Shape our places to be attractive, accessible, healthy, safe and clean | This objective has been revised and carried over from 2023/24. the Building Control element has been removed and focus is now concentrated on processing times for planning applications.The Planning Department is currently meeting the targets for major planning applications however it has fallen short on the local planning applications target. Official Enforcement Cases data has not been available. | Processing Applications as per Statutory processing timescalesReport on performance against the 3 Statutory Targets using statistical information provided by Department for Infrastructure (DfI) | \*The average processing time of major planning applications\*The average processing time of local planning applicationsThe % of planning enforcement cases concluded within 39 weeks *(\*statutory performance standard/target)*Review of monthly bulletins from DfI. | 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. | Improved processing times for planning applicationsImproved understanding of the processes involved.Improved Customer Satisfaction with the processes involved in planning applications |

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

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| --- | --- | --- | --- | --- | --- | --- |
| **Performance Improvement Objective 3** | **Link to Community Plan/ Council Draft Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will reduce Council’s environmental impact through the implementation of the Net Zero Roadmap Analysis and associated action plan. | **Environment and Pace:**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 2024/25Significant work has been undertaken in the development of the Net Zero Roadmap to date ensuring that it is fit for purpose and relevant to the organisation.It is acknowledged that this is a long term objective for Council and that there is still a significant amount of work to be carried out to ensure successful delivery of the Net Zero Roadmap. | Compile a Net Zero Carbon RoadmapDevelop a cross departmental comprehensive action plan looking at internal and external mitigating measures to reduce carbon emissions.Identify areas of improvement in terms of energy usage and cost savings.3% target for the reduction of energy and resource consumption over 4 identified sites. | Net Zero Carbon Roadmap finalised and reported on.Action plan developed including objectives responsibilities and timelines.Feasibility studies and associated business cases produced for identified areas of improvementConsumption Figures | Quarterly progress reports to Committee on Net Zero Carbon Roadmap.Approval of Action Plan by full Council by June 2024.Clear and measurable Short, Medium and Long-Term Objectives within Action plan.Identified areas for improvement, carried out recommended mitigation measures as appropriate3% reduction in Energy Consumption across the 4 identified sites | There will be a clear plan in place to move Council towards net Zero by 2050. The Actions will include engagement with other sectors in the Borough.This will help us set meaningful targets for the reduction of energy and resource consumption from 2024 onwards.In the long term there will be a positive impact on the health and well-being of our citizens. |

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Performance Improvement Objective 4** | **Link to Community Plan/ Council Draft Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will continue to improve Communications with our customers on Waste Management Services | **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 carried over and revised for 2024/25.The Mid-Year Performance Report demonstrates that this improvement objective is on target. Significant work has been carried out however analysis of various communication channels suggest that there is still an opportunity for improving communications on waste management. | Implement in cab digital data information system as part of the Environmental Services Service improvement Project Continue review of Waste Management section on websiteProvide standardisation of relevant, accurate and up to date information on appropriate communication channelsRegular Analysis of Customer communication methods including Contact Us/ complaints@/ Tascomi/ Website hits/ ABC Council App Usage/social media | In Cab Technology is use.Updated Waste Management section on website, including Frequently Asked QuestionsReview of customer communicationsAnalysis of customer enquiries from all communication channels Monitor number of hits on website section ABC Council App usage statistics.Review of Tascomi reports | 80% of waste collection service using in cab technologyUp to date and relevant Waste Management SectionQuarterly review of customer communication channels  | Increased customer satisfaction with information about Waste Management Services.Customers will have improved accessible information on Waste Management Services on a range on channelsWhere relevant information is easy obtainable/easily navigated on Council’s website, this allows customers to quickly find answers to their queries. |

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

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| **Performance Improvement Objective 5** | **Link to Community Plan/ Council Draft Corporate Plan 2023-2027** | **Why have we chosen this Objective?** | **What we will do (Actions)** | **How do we measure (Performance Indicators)** | **We will have succeeded if (Standards/Targets)** | **How our citizens and stakeholders may benefit** |
| We will improve Communications with our customers on Council and Services and Responsibilities. | **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 is a new improvement objective for 2024/25. Having analysed the email traffic that has come in via Council info@ and complaints@ email addresses it became evident that there is an opportunity for improvement in communications around Council Services and Responsibilities. | Review website and Include a section that outlines the services and responsibilities that Council are responsible for.Provide contact/links to those external organisations.Provide generic email addresses for Council Departments and functions.Use social media channels to send out communications at prescribed times in relation to Council Services and Responsibilities. | Updated section on the websiteMonitor Email traffic coming in via the council mailboxes and jotformMonitor number of hits on website section using analyticsSocial Media Posts | Updated section available on Council services and responsibilities March 20255% Reduction in traffic via the council mailboxes and jotform  | A dedicated 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 Reponsibilities |

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

**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 2024 – 2025.

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 keen to ensure performance objectives have a positive impact on the quality of life for stakeholders across the Borough – that residents, businesses and stakeholders are confident of the Council’s commitment to deliver services that are efficient, effective and of a high standard.

The purpose of this consultation is to seek your views on the draft improvement objectives for 2024 – 2025, 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 21st May 2024 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 2024-25**

**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 2024-2025. 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 2024-25.

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 26th March 2024 and closes on 21st May 2024. 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 then 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**

|  |
| --- |
| 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 |  |

|  |
| --- |
| If other, please provide further detail below: |

|  |
| --- |
| **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: |  |  |
| **2. We will improve processing times for planning applications.****You may wish to let us know of your experience of our Planning Service.** | Agree 🞎  | Disagree 🞎 |
| Comments: |

|  |  |  |
| --- | --- | --- |
| **3. We will reduce Council’s environmental impact through the implementation of the Net Zero Roadmap Analysis and associated Action plan.** **You may wish to let us know of initiatives/ideas Council could consider towards Net zero carbon footprint.**  | Agree 🞎  | Disagree 🞎 |
| Comments:  |
| **4. We will continue to improve Communications with our customers on Waste Management Services.****You may wish to let us know of ideas/initiatives Council could consider in improving our communications.**  | Agree 🞎  | Disagree 🞎 |
| Comments: |
| **5. We will improve Communications with our customers on Council Services and Responsibilities.**  | Agree 🞎 | Disagree 🞎 |
| Comments: |

|  |
| --- |
| **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: |

|  |
| --- |
| **Question 4: Equality** Do you feel the draft Armagh City, Banbridge and Craigavon Borough Performance Improvement Plan 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: |  |

|  |
| --- |
| **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 of the 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.**