

# Performance Governance Arrangements 2024/25 *(Draft)*

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## 1. BACKGROUND

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### **Legislative Context for the Performance Improvement Duty**

Under Part 12 of the Local Government Act (Northern Ireland) 2014, Antrim and Newtownabbey has a statutory duty to set objectives for the improvement of services, whilst ensuring the necessary arrangements exist to support and secure their realisation. In addition, targets for planning, job creation and waste management are set by Central Government.

### **Performance Improvement under the Local Government Act 2014**

Part 12 of the Act details the framework to support continuous improvement in the delivery of services, in the context of strategic objectives and issues that are important to those who receive the services. The Council is required to gather information to assess improvements in services and to issue a report annually on performance against self-imposed and statutory indicators.

### **The General Duty of Improvement**

Under section 84 of the Act, the Council is under a general duty to make arrangements to secure continuous improvement in the exercise of its functions.

### **What is Improvement?**

'Improvement' in the context of the Act means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for the Council should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

Firstly, the duty involves 'making arrangements' to improve, and the Council should put in place arrangements which allow the effective understanding of local needs and priorities, and to make best use of resources and capacity to meet them and to evaluate the impact of actions.

Secondly, the duty refers to 'continuous improvement'. The Council should seek continuously to ensure that improvement objectives remain relevant, that the best arrangements for delivering them are in place, and that Council is able to understand and demonstrate the impact on the outcomes for citizens.

The Council defines improvement, and more specifically continuous improvement, as about growing and developing capabilities, behaviours and practices in line with the achievement of corporate objectives. It is about achieving improved outputs and outcomes that are of benefit to our stakeholders.

### **Improvement objectives**

Section 85 requires the Council, for each financial year, to set improvement objectives for improving the exercise of its functions and to have in place arrangements to achieve those objectives.

The Council must frame each improvement objective so as to bring about improvement in at least one of the specified aspects of improvement as defined in section 86 of the Act:

Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Efficiency and Innovation.

Thus, it follows that for the Council to successfully discharge its general improvement duty, it should incorporate the seven aspects of improvement into its decision-making processes and its assessments of functions and services. This would also extend to governance or scrutiny functions.

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## 2. CORPORATE PERFORMANCE AND IMPROVEMENT PLAN

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### **Corporate Performance and Improvement Plan in the context of performance legislation**

The Council continues to have high ambitions for our residents. We are committed to ensuring that the Borough continues to develop, improve, grow and be a place where people choose to invest, learn, work, visit and live in.

To this end the Council has updated their Corporate Performance and Improvement Plan 2024/25 which sets out our steadfast commitments to the wellbeing of our residents, the seamless delivery of services, focusing on public safety, maintaining service standards, and maximising opportunities for community capacity building and investment in the regeneration of our towns and villages. The Corporate Performance and Improvement Plan 2024/25 will support the revival of the local economy, working with partners and stakeholders to build an inclusive, green, digital future.

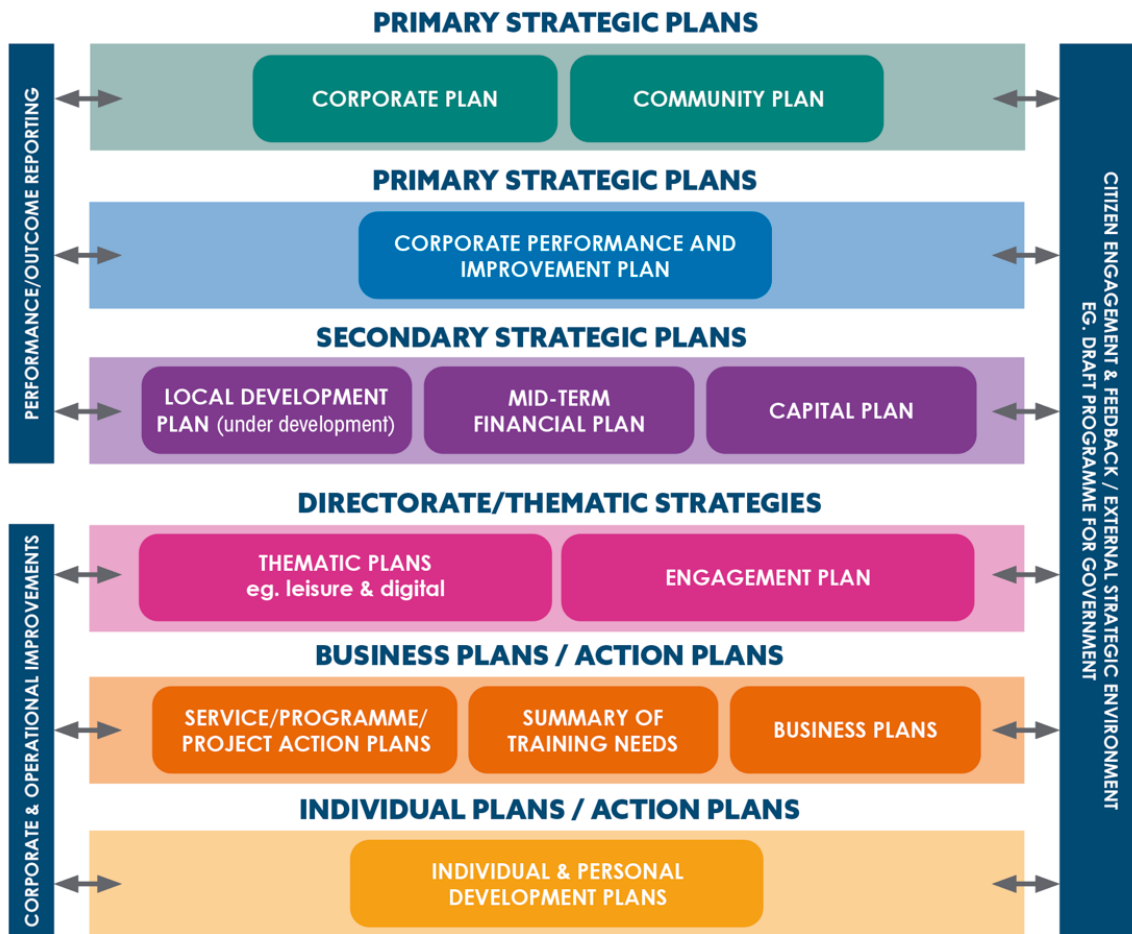
The Corporate Performance and Improvement Plan 2024/25 updates citizens on performance progress, and outlines improvements in Council's response to the Cost of Living crisis, reduction on the impact of the environment, customer service excellence, Health and Wellbeing of our residents (leisure services provision), staff attendance and prompt payments for suppliers. Performance will continue to be monitored for all Council services and be reported to Committees and Council during 2024/25.

### **Delivering Continuous Improvement and Managing Performance**

The Council has put in place arrangements to support performance management and improvement which will drive and provide assurance that we are delivering on our vision, shared outcomes and objectives.

The Strategic Performance Framework diagram (Figure 1) illustrates the hierarchy of our Corporate Plans, which are central to the achievement of our vision and mission statements and illustrates the alignment of the internal/external factors and processes in terms of performance management.

# Strategic Performance Framework



PLEASE NOTE this Framework will be reviewed and may be changed as required

Figure 1

## CORPORATE PERFORMANCE AND IMPROVEMENT PLAN 2024/25

### CONSULTATION PROCESS AND REPORTING TIMETABLE

<b>January 2024</b>	<ul style="list-style-type: none"> <li>➤ Corporate Performance &amp; Improvement Plan 2024/25 (Draft for Consultation) reported to Council</li> </ul>
<b>February 2024</b>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2024/25 (Draft for Consultation) 12 week public consultation begins</li> <li>➤ Strike The Rate</li> <li>➤ Corporate Performance and Improvement Plan 2023/24 quarter 3 progress report to CLT</li> </ul>
<b>March 2024</b>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2023/24 quarter 3 progress report to relevant Committees, Working Groups and Policy &amp; Governance</li> <li>➤ Corporate Performance and Improvement Plan 2023/24 quarter 3 progress report to Audit &amp; Risk Committees</li> <li>➤ Northern Ireland Audit Office final Section 95 report published on NIAO website</li> <li>➤ Directorate Business Plans to CLT and relevant committees</li> </ul>
<b>April 2024</b>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2024/25 (Draft for Consultation) 12 week public consultation ends</li> </ul>
<b>May 2024</b>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2024/25 (Draft for Consultation) 12 week public consultation responses collated in a summary report to CLT, and Policy &amp; Governance Committee</li> <li>➤ Customer and resident survey in Borough Life magazine &amp; online</li> <li>➤ Corporate Performance and Improvement Plan 2023-24 quarter 4 progress report to CLT</li> </ul>
<b>June 2024</b>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2023/24 Quarter 4 Progress Report to Relevant Committees and Working Groups</li> <li>➤ Corporate Performance and Improvement Plan 2023/24 Quarter 4 Progress Report to Audit and Risk Committee</li> <li>➤ Corporate Performance &amp; Improvement Plan 2024/25 (final draft) and Executive Summary to Audit and Risk Committee and Council and published on Council corporate website by 30 June</li> <li>➤ Corporate Performance and Improvement Plan 2024/25, Performance Governance Arrangements to Audit &amp; Risk Committee</li> </ul>

<p><b>July 2024</b></p>	<ul style="list-style-type: none"> <li>➤ Northern Ireland Audit Office Performance Improvement Assessment for 2024/25 fieldwork</li> </ul>
<p><b>August 2024</b></p>	<ul style="list-style-type: none"> <li>➤ Annual Report on Performance 2023/24 Self-Assessment report to CLT</li> <li>➤ Corporate Performance and Improvement Plan 2024/25 Quarter 1 Progress Report to CLT</li> </ul>
<p><b>September 2024</b></p>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2024/25 Quarter 1 Progress Report to relevant Committees, Audit and Risk Committee.</li> <li>➤ Annual report on performance 2023/24 Self-Assessment to Policy and Governance Committee and Council before published on Council website by 30 September</li> <li>➤ Northern Ireland Audit Office Performance Improvement Assessment Tool to be returned by 1 October</li> </ul>
<p><b>November 2024</b></p>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2024/25 Quarter 2 Progress Report to CLT</li> <li>➤ Northern Ireland Audit Office Performance Improvement Assessment for 2024/25 Section 95 report published and reported to CLT with draft action plan</li> <li>➤ Corporate Workshop (Mid-year report on performance; corporate financial review; draft estimates for 2025/26)</li> <li>➤ Customer and resident survey in Borough Life magazine &amp; online</li> </ul>
<p><b>December 2024</b></p>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2024/25 Quarter 2 Progress Report to relevant Committees, Audit and Risk Committee</li> <li>➤ Northern Ireland Audit Office Performance Improvement Assessment Report 2024/25 to Audit and Risk Committee with draft Action Plan if required</li> <li>➤ Corporate Performance and Improvement Plan 2025/26 (Draft for Consultation) report to CLT</li> <li>➤ Business Plans reported to relevant committees</li> </ul>
<p><b>January 2025</b></p>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2025/26 (Draft for Consultation) report to Policy and Governance Committee and Council</li> </ul>
<p><b>February 2025</b></p>	<ul style="list-style-type: none"> <li>➤ Corporate Performance and Improvement Plan 2025/26 (Draft for Consultation) 12 week public consultation begins</li> <li>➤ Strike the Rate</li> <li>➤ Corporate Performance and Improvement Plan 2024/25 Quarter 3 Progress Report to CLT</li> </ul>

**March  
2025**

- Corporate Performance and Improvement Plan 2024/25 Quarter 3 Progress Report to relevant Committees, Audit and Risk Committee
- Northern Ireland Audit Office final Section 95 report published on NIAO website

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### 3. PERFORMANCE FRAMEWORK & REPORTING

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The draft Vision to be approved at June Council 2024, sets out by our Corporate Plan remains our guiding principle. To be, "An ambitious Council, working towards a prosperous, inclusive and sustainable Borough."

To realise this Vision, the Council recognises it must work in collaboration with others, particularly our Community Planning partners under the framework of our 'Love Living Here' Community Plan.

In addition, our Local Development Plan will provide a spatial framework to support the economic growth and social needs of our Borough.

This Corporate Performance and Improvement Plan 2024/25 will sit alongside these Plans to assist us to work towards the goals and ambitions we have already committed to and fulfils our statutory performance duty.

The Corporate Leadership Team, working with Elected Members, identified and developed, and publicly consulted upon, a range of objectives within the Corporate Performance and Improvement Plan 2024/25 which were framed within the four themes of the Corporate Plan and to reflect the outcomes of the Community Plan. Citizens will be consulted in terms of the updates to the Plan.

These objectives have been aligned to the seven aspects of improvement which are identified within the Local Government Act (Northern Ireland) 2014 Section 84.

Additional statutory performance targets, for Planning, Economic Development as well as Waste and Recycling, which are set out in the Local Government (Performance Indicators and Standards) Order (NI) 2015, are also monitored.

See Corporate Performance and Improvement Plan 2024/2025 [here](#).

A Performance Framework has been developed for to ensure that the commissioning, delivery, problem solving and monitoring of identified objectives are achieved. Elected Members are a key part of this governance framework.

#### **Reporting Arrangements**

Formal reporting arrangements are in place to ensure the effective delivery of the Performance and Improvement Plan. Progress is monitored and reported on a quarterly basis to the Council/Committees and the Corporate Leadership Team.

An annual self-assessment of performance report for each financial year is published on the Council's corporate website by 30 September of each year.

In addition, the Council commissions an internal audit annually to undertake a review of different aspects of performance improvement which reports to the Audit & Risk Committee.



The Northern Ireland Audit Office also reviews the processes and arrangements as part of the annual Performance Improvement Audit, which will assess compliance with legislative obligations within the Local Government Act (Northern Ireland) 2014, which also requires the Local Government Auditor to publicly publish their assessment annually.

Individual roles and responsibilities are as follows:

### **Council & Committees**

The Council provides overall approval for the Performance and Improvement Plan. Reports are forwarded on a quarterly basis for monitoring the progress of delivery of the Council's performance. Both Council and Committees provide a crucial role in terms of promoting innovation by challenging the status quo and encouraging different ways of thinking and options for delivery.

### **Policy & Governance Committee**

The Policy & Governance Committee subjects objectives, targets, indicators and performance to appropriate scrutiny, challenge and evaluation. It further reviews progress reports of the Corporate Performance and Improvement Plan 2024-25 on a quarterly basis, providing scrutiny and challenge to results, as well as ensuring that evaluations are carried out and assessments of performance. Performance is reviewed using a range of quantitative and qualitative measures, and where possible comparing to appropriate benchmarks.

### **Audit & Risk Committee**

The Audit & Risk Committee subjects objectives, targets, indicators, risks and performance to appropriate scrutiny. It further reviews progress reports of the Corporate Performance and Improvement Plan 2024-25 on a quarterly basis. Furthermore, it holds responsibility to ensure that arrangements for good governance are in place and operating effectively and that systems are in place to secure continuous improvement in its functions.

### **Community Planning**

The Council has established a Community Planning Partnership and 'Support' Partners have also been appointed. The Community Planning Partnership is complemented by 4 x Outcome Delivery Groups:

- People
- Place
- Prosperity
- Planet

The Community Planning Partnership meets on a bi-annual basis, with minutes noted at the Community Planning Committee.

To support the delivery of the Performance and Improvement Plan 2024-25, Elected Members and officers have roles within seven District Elected Member Engagement Groups. Meetings are held three times annually.

The Community Planning Partnership, associated Outcome Delivery Groups and DEA Engagement Groups are embedded in Council's Performance and Improvement Plan.

### **Corporate Leadership Team**

The Corporate Leadership Team (CLT) oversee delivery of the Corporate Performance and Improvement Plan 2024/25, whilst quality assuring any proposals and resolving corporate issues as they arise. CLT report progress to Council/Committee and seek policy direction as required. Directors act as DEA Leads and have strategic influence throughout the organisation to ensure that the officers involved in the delivery of the recovery objectives obtain the necessary resources – HR, Finance & IT etc.) to ensure ultimate success.

### **Project Managers and Project Officers**

A formal reporting structure has been developed and approved for project managers and officers delivering against the Performance and Improvement Plan to report progress.

### **Performance Improvement Team**

The Performance Improvement team provide support for the performance management system and the recording, measurement and reporting of the results of the Performance and Improvement Plan.

### **Benchmarking**

The Council is an active member of the Association for Public Service Excellence (APSE), which works with over 300 councils throughout the UK to promote public sector excellence. This includes participation in the Performance Network, enabling the Council to compare our performance across a wide range of services and activities.

Council officers will continue to work with the Local Government Performance Working Group, Department for Communities and the Northern Ireland Audit Office to progress a benchmarking approach.

In addition to this, Council officers, benchmark and review best practice as part of the continuous improvement process.

## 4. CORPORATE PERFORMANCE IMPROVEMENT OBJECTIVES 2024/25

2024/25 Performance Improvement Objectives	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2024-2030 Objective
<b>Objective 1:</b> <b>We will support our residents through the Cost of Living Crisis</b>	Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Innovation and Efficiency	<i>"Our citizens enjoy good health and well-being."</i>	Working in partnerships to plan and deliver better services, address disadvantage and improve the quality of life for everyone.
<b>Why has this objective been chosen?</b>			
<p>Our people continue to face rising goods and energy prices, inflation and other cost of living pressures. We understand the stresses and pressures these factors are putting on households, and are committed to providing support. Through good community planning, we are working with an incredible network of community groups, charities and other local organisations to help our residents.</p>			
<b>What will we do?</b>		<b>We will have succeeded in 2024/25 if:</b>	
<ul style="list-style-type: none"> <li>In partnership, support and signpost our residents to food and fuel poverty interventions (E.g. Social Supermarket, Oil Stamp Savings Scheme, Food Banks, Grow It and Eat It)</li> <li>Make use of our Community Centres and support the Community and Voluntary sector, to provide social spaces to provide warmth and peer support for residents</li> <li>Implementation of Health and Wellbeing initiatives</li> <li>Improve the Community Grant process to make funding more easily accessible</li> </ul>		<ul style="list-style-type: none"> <li>We have supported 30K clients through Community Advice Antrim and Newtownabbey</li> <li>£6M benefits are taken up as a result of advice provided by Community Advice Antrim and Newtownabbey</li> <li>£600K grant funding is supported through Community Planning Grant Aid</li> <li>12,000 hours are booked in Community Centres (used as Keep Warm and Welcome hubs)</li> <li>We have supported 14 (2 per DEA) warm community spaces for residents to socialise</li> </ul>	

<ul style="list-style-type: none"><li>• Keep ticket prices for performances and events at affordable rates</li><li>• Work in partnership with Community Advice Services to ensure wraparound support for residents.</li></ul>	<ul style="list-style-type: none"><li>• We maintain and ideally increase ticket sales for performances and events</li></ul>
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2024/25 Performance Improvement Objectives	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2024-2030 Objective
<p><b>Objective 2:</b>  <b>We will protect and improve the environment, supporting Antrim and Newtownabbey to become a sustainable, green, climate-adapted Borough.</b></p>	<p>Strategic Effectiveness; Sustainability; Efficiency and Innovation</p>	<p><i>"Our citizens live in safe, clean and vibrant places."</i></p>	<p><i>"The facilities and support we provide will lead to a more active, healthy and sustainable community."</i></p> <p><i>"We will work towards being environmentally sustainable and reducing the impact of Council services by improving our environmental performance and reducing our carbon footprint."</i></p> <p><i>"We will maximise the tourism potential of the Borough by developing attractive and sustainable destinations and experiences."</i></p> <p><i>"Operate a proactive and efficient planning service that promotes positive sustainable development and growth."</i></p>
<p><b>Why has this objective been chosen?</b></p>			
<p>We recognise that our activities and services can have positive and negative impacts upon the environment, and that we need to manage them to improve our performance and manage risk. We are committed to protecting the environment by minimising any adverse environmental impact, while creating opportunities for enhancing positive environmental effects to improve the quality of life for people. We aim to inspire others by continuously improving the environmental performance of our operations, and continue to promote to reduce, reuse and recycle.</p>			

What will we do?	We will have succeeded in 2024/25 if:
<ul style="list-style-type: none"> <li>• Undertake a full review of energy usage across operations</li> <li>• Protect and enhance the quality and extent of green spaces, waterways and trees</li> <li>• Reducing waste and minimising water and energy demand across its building and services</li> <li>• Encouraging the use of renewable and low carbon energy</li> <li>• Increasing the proportion of electric vehicles.</li> <li>• Offer climate change training to all staff</li> <li>• Promote Reduce, Reuse and recycle initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce total annual energy consumption in Council by 2%.</li> <li>• Limit the increase in total annual water consumption by &lt;5%</li> <li>• 5% reduction in the amount of carbon emissions from Council Operations fleet</li> <li>• We complete stage 3&amp;4 of the NI Climate Adaption and Mitigation Plans</li> <li>• We will compile a report highlighting Council's Carbon Footprint.</li> <li>• 60% of waste is set for recycling</li> <li>• 14.5K items re-used as part of community School Uniform and Christmas Toy re-use schemes</li> <li>• 10% of staff trained in climate change.</li> <li>• Increase the amount of native trees planted in the Borough by 10%</li> <li>• Reduce annual summer bedding in favour of sustainable planting</li> </ul>

2024/25 Performance Improvement Objectives	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2024-2030 Objective
<p><b>Objective 3:</b>  <b>We will achieve high levels of customer satisfaction</b></p>	<p>Strategic Effectiveness;  Service Quality; Service Availability  Fairness Efficiency and Innovation</p>	<p><i>“Our citizens live in a safe, connected and vibrant place.”</i></p>	<p>“We deliver high quality Council services and improve access for people, communities and businesses in the Borough.”  Promote the Customer voice by engaging with citizens, to achieve excellence in customer and service quality standards.”</p>
<p><b>Why has this objective been chosen?</b></p>			
<p>The Council continues to put our customers at the heart of our service delivery, which is why we have kept high Customer Satisfaction as an Improvement Objective. We continue to promote and improve live chat functionality and customer hubs, in addition to expanding the number of services available through our digital platform.</p> <p>The Council ensures we are an inclusive Borough, by continuing to address the economic and social needs of our citizens, and will listen to feedback from our residents, visitors and local businesses through traditional and digital channels. Alongside a programme of engagement and consultation, we report back regularly on these interactions and advise of actions resulting from feedback.</p> <p>The Council has a comprehensive range of online services and has developed its own Resident’s App enabling citizens to get more connected in a simple and interactive way.</p>			
<p><b>What will we do?</b></p>		<p><b>We will have succeeded in 2024/25 if:</b></p>	
<ul style="list-style-type: none"> <li>• Continue to communicate with our citizens through Borough Life, Website, Residents App and Live Chat.</li> <li>• We will regularly seek on feedback from residents, visitors and local businesses through a programme of consultations and engagement.</li> <li>• We will develop and implement a Customer Services Strategy, accompanied by innovative and effective training.</li> <li>• We will reduce the number of abandoned calls</li> <li>• We will promote and improve our live chat functionality.</li> </ul>		<ul style="list-style-type: none"> <li>• We achieve at least 80% satisfaction with overall Council services.</li> <li>• The percentage of abandoned calls will be 6.5% or less.</li> <li>• The percentage of abandoned Live Chats will be 8% or less</li> <li>• We have achieved at least 650K online transactions</li> </ul>	

	<ul style="list-style-type: none"><li>• There are at least 9,000 downloads of the Residents App</li></ul>
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2024/25 Performance Improvement Objectives	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2024-2030 Objective
<p><b>Objective 4:</b>  <b>We will maintain staff attendance levels across the Council</b></p>	<p>Strategic Effectiveness; Service Quality; Service Availability and Efficiency</p>	<p><i>"Our citizens enjoy good health and well-being."</i></p>	<p><i>"To be recognised for dynamic leadership and excellence locally, nationally and internationally."</i></p> <p><i>"We will continue to build a resilient organisation culture by adopting best practice health, safety and wellbeing practices."</i></p>
<p><b>Why has this objective been chosen?</b></p>			
<p>The Council recognises that investing in employee wellbeing can lead to better employee engagement, reduced sickness and higher performance and productivity. This is why we are keeping staff attendance as an improvement objective. We will continue to deliver a comprehensive wellbeing programme, to promote a healthy happy engaged and productive workforce. We will work collaboratively to manage absence closely, review relevant procedures, support a positive culture of employee engagement, increase productivity and improve service delivery. We will encourage staff to proactively focus on their own health and recognise staff with full attendance.</p>			
<p><b>What will we do?</b></p>		<p><b>We will have succeeded in 2024/25 if:</b></p>	
<ul style="list-style-type: none"> <li>• Enhance our employee engagement and health and wellbeing offering through implementation of a new employee engagement framework.</li> <li>• Continue to monitor, report and review performance and proactively respond to emerging needs.</li> </ul>		<ul style="list-style-type: none"> <li>• The average number of days lost per employee will not exceed 12 days.</li> <li>• At least 60% of employees have full (100%) attendance.</li> <li>• The average number of long term absence days lost will not exceed 13 days</li> </ul>	

2024/25 Performance Improvement Objectives	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2024-2030 Objective
<p><b>Objective 5:</b>  <b>We will increase the speed with which we pay suppliers</b></p>	<p>Strategic Effectiveness; Service Quality and Efficiency</p>	<p><i>"Our citizens benefit from economic prosperity."</i></p>	<p>"Nurture our entrepreneurial base, creating an environment for new and existing businesses to succeed, providing upskilling opportunities and increasing employment."</p> <p><i>"We will continue to deliver regulatory services and implement efficient processes and improvement programmes across Council services."</i></p>
<p><b>Why has this objective been chosen?</b></p>			
<p>As a key procurer of goods and services in the Borough, the Council is aware of the importance of cash flow to businesses, particularly small businesses, and will continue to review its processes to ensure that suppliers receive payments more quickly. Improving our systems and processes to ensure the Council is consistently meeting its quarterly target is important to the Council and businesses in the Borough.</p>			
<p><b>What will we do?</b></p>		<p><b>We will have succeeded in 2024/25 if:</b></p>	
<ul style="list-style-type: none"> <li>We will continue to review and improve our internal processes, whilst delivering regular training to staff.</li> </ul>		<ul style="list-style-type: none"> <li>80% of invoices are paid within 10 working days.</li> <li>90% of invoices are paid within 30 calendar days.</li> </ul>	

2024/25 Performance Improvement Objectives	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2024-2030 Objective
<b>Objective 6:</b> <b>We will encourage a healthy community by increasing the number of visitors across service areas to include pitch bookings, visitor attractions, theatres, community centres and parks.</b>	Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Innovation and Efficiency	<i>"Our citizens enjoy good health and well-being."</i>	"The facilities and support we provide will lead to a more active and sustainable community." <i>"Cultivate a strong arts and culture brand which enhances the image and reputation of the Council."</i>
<b>Why has this objective been chosen?</b>			
<p>Engaging in routine physical activity, embracing outdoor experiences and participating in arts and cultural events contribute significantly to enhanced wellbeing and reduced occurrences of mental health issues. Our commitment revolves around offering avenues for individuals to enhance their health and overall wellness.</p> <p>We will inspire people to make use of our community and leisure centres, participate in our arts and cultural programmes and explore our acclaimed parks and open spaces.</p>			
<b>What will we do?</b>		<b>We will have succeeded in 2024/25 if:</b>	
<ul style="list-style-type: none"> <li>• Encourage participation in arts, culture and heritage events</li> <li>• Promote our Community Centres as hubs for community groups and events</li> <li>• Measure the number of visitors to our award winning parks and open spaces</li> <li>• Ensure our attractions are accessible and inclusive</li> <li>• Maintain the number of visits to our leisure centres</li> </ul>		<ul style="list-style-type: none"> <li>• We attract 922,000 visitors to our arts, culture and heritage sites</li> <li>• We attract visits to our parks and open spaces</li> <li>• We increase the number of bookings to our community centres to 12,000 hours and encourage pitch bookings</li> <li>• We maintain the number of visits to our leisure centres at 2.6Million</li> </ul>	

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## 5. STATUTORY PERFORMANCE MEASURES

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A set of seven performance measures are in place for Local Government through the Local Government (Performance Indicators and Standards) Order (NI) 2015.

These relate to three distinct services within the Council, as set out below.

### **Waste and Recycling**

W1: The percentage of municipal waste collected by Councils that is sent for recycling (including waste prepared for reuse)

Household waste is as defined in Article 2 of the Waste and Contaminated Land (NI) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (NI) 2013(b).

W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled

W3: The amount (tonnage) of Local Authority Collected Municipal Waste arisings

Local Authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district Council.

Statutory indicators have been set by the former Department of the Environment for Waste Management Functions of Councils to ensure consistency and reliability of data and to facilitate accurate comparison between Councils. This is aimed at providing Ministerial and public assurance over the performance of the local authority collected waste management system.

Central reporting also ensures that the Department (now DAERA) continues to meet its statutory obligations under the Code of Practice for Official Statistics when reporting at a regional level.

Each of the 11 Councils has access to a web based system for local authority collected municipal waste reporting known as Waste Data Flow (WDF). This facilitates reporting from local government to central government and data is based on returns made to WDF by Councils, within two months of the end of each quarter.

Quarterly data reports are provisional and may change when all returns have undergone validation. The fully validated figures that are published in the annual report have undergone audit by the Northern Ireland Environment Agency (NIEA) and further validation by Statistics and Analytical Services Branch (SASB).

Targets for household recycling, have been superseded by the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland). There will be an interim target of 55% for the recycling of municipal waste by 2025, which will increase by 2035 to 65%

Performance against Waste and Recycling targets, and the standards to be achieved for 2024/25 are:

Indicator	2022/23	2023/24 Target	2023/24	2024/25 Target
% of household waste collected that is sent for recycling (Statutory target 55%)	60.03%	60%	62 %	60%
The amount (tonnage) collected municipal waste arising (Statutory target)*	100,076 tonnes	107,500 tonnes	81,448 tonnes end of Q3	107,000 tonnes
The amount (tonnage) of biodegradable municipal waste that is landfilled (Statutory Target)	Results not available	16,788 Tonnes	To be reported in November 2024	16,788 tonnes

\* There is no statutory target for the amount of collected municipal waste.

## Economic Development

ED1: The number of jobs promoted through business start-up activity

Business start-up activity means the delivery of completed client led business Plans under the Department for the Economy and additional supports, available through the Enterprise Support Service, now branded as Go Succeed Northern Ireland.

Business start-up activity means the delivery of completed client led business Plans under the Department for the Economy and the Regional Start Initiative (or its successor programmes).

The Council's Economic Development Service is responsible for managing the Business Start-Up Programme for the Borough alongside other economic development and tourism programmes and initiatives. The Business Start-Up Programme, only one part of the Council's economic development service, transferred to Local Government on 1 April 2015 from the former Department of Enterprise, Trade and Investment and the statutory indicator was introduced by regional government to ensure that the function is carried out in a clear, fair and consistent manner and that best practice is applied across the 11 Councils.

Performance against the Economic Development target, and the standard to be achieved for 2024/25 are:

Indicator	2022/23	2023/24 Target	2023/24	2024/25 Target
Number of jobs promoted through start up activity via the Go Succeed Programme Go Succeed Target 87	106	88	55	87
Number of jobs promoted through start up activity Statutory target 80.	106	80	55	80

## Planning

P1: 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).

P2: The average processing time of local planning applications

Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and any other applications for approval or consent under the Planning Act (NI) 2011 (or any orders or regulations made under that Act).

P3: The percentage of 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 orders or regulations made under that Act).

The Council's Planning Service is responsible for:

- Receiving and making decisions on the majority of planning applications;
- Enforcing breaches of planning permission;
- Making tree preservation orders;
- Protecting and preserving built heritage; and
- Producing a Local Development Plan outlining how land should be used and developed in the future.

The Planning function transferred to local government from the former Department of the Environment on 1 April 2015 and the statutory indicators were introduced at that time to ensure that the planning functions were carried out in a clear, fair and consistent manner.

Quarterly reports are produced by the Department for Infrastructure (DfI) based on information available through the Planning Portal, i.e. a regional website where you can track all planning applications. Every application received, across all 11 Councils and by the DfI (i.e. regionally significant applications), is entered onto the Planning Portal.

The quarterly statistical reports are compiled by DfI and provided to each of the Councils. The reports are also available through the DfI website.

Council Planning Officers also have the ability to produce management reports from the Planning Portal to monitor application processing.

Performance against Planning targets, and the standards to be achieved for 2024/25 are:

Indicator	2022/23	2023/24 Target	2023/24	2024/25 Target
MAJOR - % processing times for major planning applications processed within the 30 week target (CIP – Statutory Target)	31.3%	>50%	70%	>50%
MAJOR - Average processing times in weeks for major planning applications processed within the 30 week target (CIP – Statutory Target)	51.2 weeks	<30 weeks	21.1 weeks	<30 weeks
LOCAL - % processing times for local planning applications within the 15 week target (CIP – Statutory Target)	59.6%	>50%	61.5%	>50%
LOCAL - Average processing times in weeks for local planning applications within the 15 week target (CIP – Statutory Target)	13.4 weeks	<15 weeks	13.0 weeks	<15 weeks
ENFORCEMENT - % processing times for enforcement planning cases within the 39 week target (CIP – Statutory Target)	N/A	>70%	95.9%	>70%
ENFORCEMENT - Average processing times in weeks for enforcement planning cases within the 39 week target (CIP – Statutory Target)	N/A	<39 weeks	12.6 Weeks	<39 weeks

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## 6. CONSULTATION

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On 5 February 2024 a twelve week public consultation was initiated to derive feedback from Residents and Stakeholders; Local Businesses; Statutory and Community Planning partners; and other bodies with which collaborative working is taking place or is being planned.

An online questionnaire on the Council's corporate website / consultation hub enabled the Council to seek opinions on the key priorities identified within the draft Plan. In addition, Officers emailed a copy of the Plan to all their key stakeholders and Section 75 consultees for their comment and feedback.

The public consultation closed on 29 April 2024 and 29 responses (26 questionnaires completed and 3 independent responses) were received. The responses were extremely positive and provided reassurance of the appropriateness of the principles identified to assist recovery of our Borough. All respondents received an acknowledgement, and their comments were passed on to officers as appropriate.

Members were provided with a summary of the consultation responses. The feedback from the consultation will be considered for incorporation into the implementation plans to ensure the Borough continues to develop, improve, grow and be a place where people choose to invest, learn, work, visit and live in.

### **Continuous Feedback**

The Council is committed to improving our services and an important part of that is listening to the residents, businesses and visitors to our Borough.

The Council have a number of systems and processes in place to capture this feedback and integrate it into continuous improvement processes.

### **Accessibility**

To comply with legislation, the Corporate Performance and Improvement Plan 2024/25 is available in a number of alternative formats on request and is published on the Council's website in an executive summary format.