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**PROPOSED PERFORMANCE IMPROVEMENT OBJECTIVES 2022/23**

**CONSULTATION DOCUMENT**

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| Scope of Consultation | This consultation seeks views on the Council’s proposed Improvement Objectives for the 2022/23 year. |
| Consultation duration | This consultation is open from 15 April 2022 to 3 June 2022 |
| Enquiries | For any enquiries about the consultation please email [pim@ardsandnorthdown.gov.uk](mailto:pim@ardsandnorthdown.gov.uk)  Or write to:  Ards and North Down Borough Council  Consultations (PIP)  Town Hall  The Castle  Bangor  BT20 4BT |
| How to respond | Online: [Proposed Performance Improvement Objectives 2022/23 - Ards and North Down Borough Council - Citizen Space](https://engage.ardsandnorthdown.gov.uk/performance-improvement/draft-pip-2022-23/)  Email: [pim@ardsandnorthdown.gov.uk](mailto:pim@ardsandnorthdown.gov.uk)  Or post to:  Ards and North Down Borough Council  Consultation Response (PIP)  Town Hall  The Castle  Bangor  BT20 4BT |
| Consultation Response | We will consider the responses received and publish an outcome report on the Council’s website.  In line with good practice and sustainable development, this document has been published electronically. |
| Accessibility | A range of alternative formats are available upon request. Please email [pim@ardsandnorthdown.gov.uk](mailto:pim@ardsandnorthdown.gov.uk)  Or write to:  Ards and North Down Borough Council  Consultations (PIP)  Town Hall  The Castle  Bangor  BT20 4BT |

# GENERAL INFORMATION

# HOW WE CONSULT

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| Consultation Principles | The consultation is aligned to the Eight Steps to Good Practice in Public Consultation – Engagement which give guidance to Northern Ireland departments on conducting consultations. |
| Feedback on the Consultation Process | We value your feedback on how well we consult. If you have any comments about the consultation process (as opposed to comments about the issues which are subject of the consultation) or if you feel the process could be improved, please address them to:  Ards and North Down Borough Council  Performance Improvement Unit  Town Hall  The Castle  BANGOR  BT20 4BT  Email: [pim@ardsandnorthdown.gov.uk](mailto:pim@ardsandnorthdown.gov.uk)  Please title your correspondence as “Feedback on PIP Consultation Process”. |
| Privacy, Confidentiality and Access to Consultation Responses | For this consultation, we may publish all responses with all personal data removed. For more information about what we do with personal data please see our privacy notice.  Your response, and all other responses to this consultation, may be disclosed on request in accordance with the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR); however, all disclosures will be in line with the requirements of the Data Protection Act 2018 and the General Data Protection Regulations (EU) 2016/679.  If you want the information that you provide to be treated as confidential it would be helpful if you could explain to us why you regard the information you have provided as confidential, so that this may be considered should the Council receive a request for the information under the FOIA or EIR. |

# Introduction

The Local Government Act (Northern Ireland) 2014 (the 2014 Act), Part 12 put in place a framework to support continuous improvement in the delivery of council services, in the context of strategic objectives and issues that are important to those who receive the services. We are required to gather information to assess improvements in our services and to report annually on our indicators or those which have been set by departments. A further requirement of the 2014 Act requires the Council to set itself objectives for improving the exercise of its functions during the year and to publish an Improvement Plan which sets out its plan for discharging its duties.  The purpose of the Performance Improvement Plan is to provide evidence that the Council is seeking to continually improve its performance.

In preparing the Plan we use evidence from a number of resources, as outlined in Section 2, and we consult with our residents and other stakeholders to make sure we are focusing on the things that are important to them.

Our annual improvement plan and objectives are aligned to the Council’s Community Plan, the Big Plan for Ards and North Down 2017-2032 and its Corporate Plan - Towards 2024. These documents can be viewed at [www.ardsandnorthdown.gov.uk](http://www.ardsandnorthdown.gov.uk) or requested from:

Ards and North Down Borough Council

Performance Improvement Unit

Town Hall

The Castle

BANGOR

BT20 4BT

# Background

![Text

Description automatically generated with low confidence]()In 2021/22 we proposed 5 improvement objectives for the Council, through evidence gathered during the year we feel it is appropriate to continue to focus on these Improvement objectives throughout the 2022/23 year.  The objectives are:

The selection of the improvement objectives was informed by:

* Outcomes identified in the Big Plan for Ards and North Down
* Priorities identified in the Corporate Plan Towards 2024 based on input from Elected Members, officers and wider consultation
* Feedback from residents and stakeholders arising from consultation on the Corporate Plan Towards 2024
* Areas for improvement identified during the Budget and Service Planning process
* Feedback from Big Conversation Panel Surveys 1 and 2
* Feedback from Age Friendly Surveys carried out during the latter part of 2020
* Feedback from our Residents Survey conducted during early Summer 2021

# Details of Proposed Improvement Objectives

## **Improvement Objective 1 : Growing the economy and creating jobs**

**Why we are focusing on this objective…**

* Residents identified this as a priority (evidence from research)
* AND saw an increase of 833 jobs in 2020\* but had the lowest number of employee jobs across 11 councils
* AND has the lowest GVA per head of population in NI
* Almost 1 in 4 of  AND working population is economically inactive
* There has been an increase of 112.1% in the unemployment claimant count between July 2019 and July 2020\*

(\* latest available statistics published May 2021)

**What we hope to achieve...**

* Support more local businesses to start-up, develop and grow
* Attract more investment and visitors to the Borough
* Greater prosperity through a strong, competitive, regionally balanced economy
* More people working in better jobs
* Create a place where people want to live and work, to visit and invest
* Create conditions for businesses to start, grow and thrive, provide job opportunities and be sustainable

**How we are going to do it….**

**Council plans to…..**

* Manage and deliver programmes to enhance physical and digital infrastructure
* Work to optimise funding and collaborate with key partners to create and deliver innovative support initiatives
* Develop projects in partnership with East Border Region for Peace+ funding
* Develop regeneration improvements in conjunction with Town Advisory Groups (TAGs)
* Commence Capital Schemes using funding from Covid Recovery Small Settlements Programme
* Develop a Bid-for Events Strategy (delayed from 2021/22)

**How we will measure progress…**

* 100 business supported through Digital and Growth Programme
* 133 new jobs created through the “Go for It” Programme (formerly NIBSUP2 )
* Deliver and implement Digital Strategy Annual Action Plan
* 4 TAG meetings
* 2 projects developed in partnership with East Border Region for Peace+ funding
* 5 Capital schemes commenced
* Bid-for Events Strategy developed
* Major Planning applications processed within an average of 30 weeks (Statutory Indicator)
* Local Planning applications processed within an average of 15 weeks (Statutory Indicator)
* 70% of planning enforcement cases concluded within 39 weeks (Statutory Indicator)
* 14 participants on ERDF (European Development Fund) Digital Transformation Programme this year (18 by end of programme - 2023)

**Overall, how supportive are you of the Council's improvement objective of growing the economy and creating jobs? (Please indicate your level of support by ticking the appropriate box below.)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Very Supportive** | **Supportive** | **Not very supportive** | **Not at all supportive** |
| **Level of support** |  |  |  |  |

**Have you any further comments on Improvement Objective 1?**

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## **Improvement Objective 2: Improving the cleanliness of streets**

## **Why we are focusing on this objective…**

* 81% of households in the Borough are concerned for the environment (71% across NI, NISRA CHS, 2019)
* The most common suggestions for Council improvement included: dog fouling and improved street cleansing in our Resident Survey conducted June 2021
* The Live Here Love Here Cleanliness Index Score for AND has been static since 2019/20 at 73

## **What** **we hope to achieve...**

* Improve the standard of cleanliness on our streets
* Support residents to live and work sustainably by protecting the environment
* AND residents feeling pride from having access to a well-managed sustainable environment
* Grow a clean, attractive, environmentally responsible place, incl. our towns, villages, countryside and coast

## **How we are going to do it….**

**Council plans to…..**

* Target identified problem areas for enhanced enforcement and street cleansing activities
* Re-design the delivery model for the Environmental "CLEAR" Programme to year 8's
* Deliver “Live Here Love Here” grants through Recycling Investment Fund (RCIF)

## **How will we measure progress...**

* Increase LEAMS Cleanliness Index score to 75
* Maintain top 3 position for Fixed Penalty Enforcement in NI

## **Overall, how supportive are you of the Council's improvement objective of Improving the cleanliness of streets? (Please indicate your level of support by ticking the appropriate box below.)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Very Supportive** | **Supportive** | **Not very supportive** | **Not at all supportive** |
| **Level of support** |  |  |  |  |

**Have you any further comments on Improvement Objective 2?**

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## **Improvement Objective 3: Improve the Borough’s recycling rates**

## **Why we are focusing on this objective…**

* 81% of households in the Borough are concerned for the environment (71% across NI, NISRA CHS, 2019)
* £4.2 million paid in landfill costs 2021/22 an increase of £0.6m on the previous year

## **What we hope to achieve…**

* Improving Council’s recycling rate
* Supporting residents to live and work sustainably by protecting the environment
* AND residents feeling pride from having access to a well-managed sustainable environment
* Grow a clean, attractive, environmentally responsible place, incl. our towns, villages, countryside and coast

## **How are we going to do it…**

**Council plans to….**

Encourage householders to recycle more to reduce the tonnage of household waste being sent to landfill through:

* New communications campaign to highlight and reinforce all recycling services currently provided by the Council
* Social media awareness campaign regarding soft plastics recycling through local supermarket outlets
* Arc21, the establishment of an interim Residual Waste Treatment Contract, that will allow the further recovery of materials from the residual waste streams
* Reinforcement of HRC conditions of entry and use that were relaxed during Covid-19 pandemic

## **How will we measure progress…**

* Reduce the tonnage of municipal solid waste sent to landfill to 37,000 (Q3 2021/22 29,907)
* Increase % of household waste recycled, reused and composted to 60% (YTD 2021/22 50.5%)
* Reduce biodegradable waste that is diverted from landfill (2020/21 19,873 tonnes)(Statutory Indicator)

## **Overall, how supportive are you of the Council's improvement objective of Improving the Borough’s recycling rates? (Please indicate your level of support by ticking the appropriate box below.)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Very Supportive** | **Supportive** | **Not very supportive** | **Not at all supportive** |
| **Level of support** |  |  |  |  |

**Have you any further comments on Improvement Objective 3?**

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## **Improvement Objective 4: Support businesses and residents to protect and improve their health and wellbeing**

## **Why we are focusing on this objective…**

* Residents have identified improving health and wellbeing as a top priority (research evidence)

## **What we hope to achieve…**

* Greater awareness of health in the business community
* Improved use of outdoor spaces
* Provide safe and accessible public spaces
* Enjoying long, healthy, active lives
* All residents to enjoy good health and wellbeing
* Enhanced physical and emotional wellbeing of residents through services, facilities and partnerships

## **How are we going to do it…**

**Council plans to….**

* Provide additional resources for community health and wellbeing and support utilising existing budgets
* Provide open spaces and parks which are well maintained, managed in an environmentally sustainable manner, accessible to all and to improve biodiversity in the Borough

## **How will we measure progress…**

* Develop and have business case approved and recruit additional support in Health and Wellbeing
* Increase the number of trees planted across the Borough to 15,000 (2021/22 12,000)
* Retain the Borough's 5 Green Flag awards
* Increase the m2 of rewilded Council maintained ground to 49,195 (2021/22 22,812)
* 100% condition surveys carried out according to schedule

## **Overall, how supportive are you of the Council's improvement objective of Support businesses and residents to protect and improve their health and wellbeing? (Please indicate your level of support by ticking the appropriate box below.)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Very Supportive** | **Supportive** | **Not very supportive** | **Not at all supportive** |
| **Level of support** |  |  |  |  |

**Have you any further comments on Improvement Objective 4?**

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## **Improvement Objective 5: Using technology to drive change**

## **Why we are focusing on this objective…**

* Council recognises that to be a high-performing organisation it needs to change how it operates.  Council has developed a Strategic Transformation and Efficiency Programme which will help deliver improved services and achieve efficiencies.  These efficiencies don’t just mean reducing spend but are about delivering better outcomes for residents and using the funds it has at its disposal in the best way possible.

## **What we hope to achieve…**

* Development of our customer service including online/mobile services
* Improved resident engagement
* Digital transformation
* Become a high performing organisation, innovating and partnering to make a sustainable, positive difference to the Borough

## **How are we going to do it…**

**Council plans to….**

* Update and Publish Customer Service Excellence Strategy and Action Plan for 2020-2024
* Develop proposals for more innovative and effective methods of consultation and engagement with residents
* Develop a Digital Transformation Strategy

## **How will we measure progress…**

* Achieve a 75% rate of resolution of issues or enquiries at first point of contact in Customer Service
* Options paper for  effective methods of consultation and engagement with residents presented to Committee by December 2022
* Digital Transformation Strategy developed by March 2023

## **Overall, how supportive are you of the Council's improvement objective of Using technology to drive change? (Please indicate your level of support by ticking the appropriate box below.)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Very Supportive** | **Supportive** | **Not very supportive** | **Not at all supportive** |
| **Level of support** |  |  |  |  |

**Have you any further comments on Improvement Objective 5?**

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# Final thoughts

**![Text

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**Which of the Council’s improvement objectives do you feel is the most important?**

Grow the economy and create jobs

Improve the cleanliness of the streets

Improve the recycling rates

Support our businesses and residents to protect and improve their health and wellbeing

Use technology to drive change

**Are there any other areas you would like to see the Council improving on?**

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# Monitoring information

The Council collects monitoring information to help check how it is taking account of the views of people from right across the communities it serves.

We would be grateful if you would take a few minutes to respond to the following questions.

**What is your age?**

Under 30 30-49 50-64 65+

**What is your gender?**

Male Female Prefer not to say

**Are your day-to-day activities limited because of a health issue or concern which has lasted, or is expected to last, at least 12 months?**

Yes, limited a lot Yes, limited a little No  Prefer not to say

**If yes, please say how this disability affects you (please select all that apply)**

 Physical disability  Hearing impairment  Sight impairment

 Mental health condition  Learning disability  Long standing illness

 Prefer not to say  Other (please specify below)

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Thank you for participating in this consultation.