

Ards and North Down Borough Council  
**Performance Improvement Plan**  
**2016/2017**



Ards and  
North Down  
Borough Council

## Ards and North Down Borough Council

Ards and North Down Borough Council was established on 1 April 2015 as part of Local Government Reform programme. The new council provides the same services as the previous council but now has a number of new powers and responsibilities. A number of functions which were previously delivered by Northern Ireland Executive departments have been transferred to council and these include:

- Local planning functions
- Off-street parking
- Local economic development

### Council Services

- waste collection and disposal
- recycling and waste management
- local planning functions
- civic amenity provision
- grounds maintenance
- street cleaning
- cemeteries
- public conveniences
- food safety
- health and safety
- environmental protection
- environmental improvement
- estates management - building design and maintenance
- building control-inspection and regulation of new buildings
- dog control
- licensing, such as entertainment licensing
- enforcement byelaws such as those around litter
- sports, leisure services and recreational facilities
- parks, open spaces and playgrounds
- community centres

- community development
- arts, heritage and cultural facilities
- registration of births, deaths and marriages

### Planning

- local development plan functions
- development control and enforcement

### Roads

- off-street parking (except Park and Ride)

### Local economic development (transfer from Invest NI)

- Start a Business Programme and Enterprise Shows
- youth entrepreneurship (such as Prince's Trust and Shell Livewire)
- social entrepreneurship
- Investing for Women
- neighbourhood renewal funding relating to enterprises initiatives

### Local tourism

- small-scale tourism accommodation development
- providing business support including business start-up advice, along with training and delivery of customer care schemes
- providing advice to developers on tourism policies and related issues

### Heritage

- control of alterations, extension and demolition of listed buildings
- conservation area designation and management
- listed building enforcement notices

- compensation where listed building consent has been revoked or modified
- issuing of Building Preservation Notices. This will allow a council to temporarily list a building for a period of six months pending Northern Ireland Environment Agency assessment of permanently protected status as a listed building. [This is commonly called spot-listing]
- issuing notices to require Urgent Works to preserve a building
- community listing (previously called Local Listing) of buildings of special architectural or historic interest

### Other services

- some elements of the delivery of the EU Rural Development Programme (2014 to 2020)
- local water recreational facilities
- local sports (greater involvement of local government in local sports decisions)
- Donaghadee Harbour

## Performance Improvement

Under the Local Government Act (Northern Ireland) 2014 the Council is required, at the beginning of each financial year, to publish an Improvement Plan which sets out its plan for discharging its duties for the financial year ahead.

The purpose of the Performance Improvement Plan is to evidence that the Council is delivering on its duty under the Local Government Act (Northern Ireland) 2014 to secure continuous improvement.

Recognising the need to focus our efforts on the right things, and to

demonstrate our commitment to improving the areas that matter most to our residents, our annual improvement plan and objectives are taken from the Council's [Corporate Plan 2015/19](#).

In future years' improvement activity will relate to the objectives laid out in the Community Plan which is currently being developed.

## Corporate Plan 2015-2019

The Corporate Plan was approved by Council in May 2015 and outlines our purpose, priorities and objectives. It describes our ambitions for how local services will be delivered more efficiently and effectively for everyone. It is supported by detailed operational plans and will regularly be reviewed through our performance management processes.

The Themes and Objectives of the Corporate Plan are:

<b>PEOPLE : ensuring we engage with, and support, all local communities to deliver real social benefits</b>
Develop more engaged, empowered and integrated communities
Foster a United Community, based on equality of opportunity, the desirability of good relations and reconciliation
Improve health, wellbeing and promote active lifestyles
Increase pride in the borough

**PLACE: ensuring we make the very best of the natural, cultural and environmental assets of our borough**

Promote a clean, green, healthy, safe and sustainable environment

Invest in and promote the borough's rich cultural heritage and environment

Invest in and promote facilities and outdoor spaces

Enhance our towns, villages and coastlines

**PROSPERITY : ensuring the borough's town and rural localities are prosperous, vibrant and attractive**

Attract and promote economic investment

Support business start-up, development and growth

Enhance the visitor experience to increase visitor spend

Develop a thriving rural economy

**PERFORMANCE : ensuring we take time to understand our customer's need and manage our people, money and assets effectively so we can deliver on our objectives for the borough**

Engage, communicate and listen to our residents and customers

Be financially responsible

Maximise the potential of our staff to deliver outcomes

Delivery high quality customer focussed services

Establish and grow productive partnerships

Ards and North Down Borough Council  
Corporate Plan 2015-2019

<http://www.ardsandnorthdown.gov.uk/about-the-council/publications/corporate-plan>

**Setting our improvement objectives for 2016/17**

In this 2016/17 year, the Council will give particular focus to four of the seventeen objectives as illustrated in the table below grouped under the themes from the Corporate Plan of People, Place, Prosperity and Performance.

<b>People</b>
Develop more engaged, empowered and integrated communities
<b>Place</b>
Promote a clean, green, healthy safe and sustainable environment
<b>Prosperity</b>
Attract and promote economic investment
<b>Performance</b>
Deliver high quality customer focussed services

The selection of the four priority objectives for inclusion in the Improvement Plan were based on:

- Priorities identified in the Corporate Plan based on input from Elected Members, officers and wider consultation;
- Feedback from ratepayers, residents and stakeholders arising from the "Big Conversation" community planning engagement project;
- Output from workshops involving the Corporate Leadership Team and Heads of Service Team
- A review of draft Service Plans.

The inclusion of only four of the Corporate Objectives does not mean that the Council's commitment to all service areas demonstrating improvement is diminished.

## Consultation

Our Improvement Plan 2016/2017 consultation commenced in October 2015 with the Corporate Leadership Team, Heads of Service Team and Service Units being asked to indicate their top priorities from the seventeen Corporate Objectives.

Our public consultation took place between 23 March 2016 and 27 April 2016 and we asked participants if they agreed or disagreed with the four priority objectives we were including in the Improvement Plan. We also asked for comment on the improvements they would like to see in the future.

The consultation was publicly advertised in the local press, County Down Spectator and Newtownards Chronicle newspapers; on the Council website; was sent electronically to our Statutory and Community Planning partners our Consultative Panel on Equality and Good Relations; Equality Scheme Consultees; and a range of hard to reach groups; and in April our Performance Team met with representatives of the 5 Chambers of Trade for our principal towns.

## Consultation Results

The consultation with the Corporate Leadership Team, Heads of Service Team and Service Units resulted in the selection of four priority objectives for inclusion in the Improvement Plan.

We received 40 responses to our public consultation 76.32% from Residents; 17.95% from Local Business; 7.69% from Community Groups; 15.38% from Statutory Partners and 5.13% from Staff Consultative Committee.

The Council wish to thank all of the participants for contributing to this consultation.

Each participant was asked if they Agreed or Disagreed with the four proposed improvement objectives and key actions. The results are detailed in the table below:

<b>People</b>
Develop more engaged, empowered and integrated communities Agree: 92.50%      Disagree: 7.50%
<b>Place</b>
Promote a clean, green, healthy safe and sustainable environment Agree: 90.0%      Disagree: 10.0%
<b>Prosperity</b>
Attract and promote economic investment Agree: 95.0%      Disagree: 5.0%
<b>Performance</b>
Deliver high quality customer focussed services Agree: 95.0%      Disagree: 5.0%

We invited participants to comment on the proposed improvement objectives and key actions; to tell us what alternative improvement objectives they would suggest; and what improvements they would like the



Each year we will publish an assessment of the council's performance, however in the 2016-2017 year there will be no comparative figures available.

## Promotion of Equality

The Improvement Plan reflects our responsibility to promote Equality and Good Relations is embedded as a part of the duty to secure continuous improvement and that the process of choosing its Improvement Objectives are in keeping with the Council's Equality Scheme.

Details of Equality Scheme can be found on our website at <http://www.ardsandnorthdown.gov.uk/about-the-council/equality>

## Your opinion matters

The Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this plan please contact:

Performance Improvement Unit  
Ards and North Down Borough Council  
Town Hall  
The Castle  
BANGOR  
BT20 4BT

Email: [pim@ardsandnorthdown.gov.uk](mailto:pim@ardsandnorthdown.gov.uk)  
Telephone: 0300 013 3333

## Alternative formats

This document can be provided in alternative formats if required in relation to language or disability by contacting the Performance Improvement Unit.



## Improvement Plan Objective 1

**PLAN THEME : PEOPLE**

**Corporate Objective:**  
Develop more engaged, empowered and integrated communities

**Description:**  
We will support local communities to become more cohesive, sustainable and vibrant; helping them to help themselves.

**Service Objective**

We will manage the engagement of communities and other stakeholders to maximise their opportunity to contribute to the development of the Community Plan.

**Directorate:**

Chief Executive's Office

**Standing Committee:**

Corporate Services

**Lead Officer:**

Community Planning Manager

What are we going to do this year?	How are we going to do it?	What difference will it make?
<p><b>Develop and deliver an interim Community Plan with partners</b></p>	<p>We are going to:</p> <ul style="list-style-type: none"> <li>ask you to join the Big Conversation;</li> <li>use your feedback to gather appropriate evidence to identify the outcomes we want to achieve in 15 years' time;</li> <li>keep you involved in the progress of the outcomes and encourage you to keep contributing to the conversation;</li> <li>meet quarterly with our Strategic Partners<sup>1</sup> to progress the interim Community Plan;</li> <li>hold quarterly meetings of the partners involved in the Thematic Delivery Group<sup>2</sup></li> </ul>	<p>Communities and stakeholders will be engaged in:</p> <ul style="list-style-type: none"> <li>determining the priority issues for the Borough; and</li> <li>influencing and improving the delivery of services.</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
Date of publication of an Interim Community Plan	New indicator	March 2017
Date of publication of an Engagement Strategy	New indicator	March 2017

<sup>1</sup> Strategic Partners are Statutory Community Planning Partners, some Government Departments and Arm's Length Bodies a detailed list can be found in Appendix 5

<sup>2</sup> Thematic Delivery Groups are Statutory Partners, Government bodies, Community Representatives, NGO's detailed list can be found in Appendix 6

# Improvement Plan Objective 1

## PLAN THEME : PEOPLE

### Corporate Objective:

Develop more engaged, empowered and integrated communities

### Description:

We will support local communities to become more cohesive, sustainable and vibrant; helping them to help themselves.

### Service Objective

We will develop and support communities through the provision of advice, guidance and projects

### Directorate:

Community and Wellbeing

### Standing Committee:

Community and Wellbeing Committee

### Lead Officer:

Head of Service Community and Culture

What are we going to do this year?	How are we going to do it?	What difference will it make?
<b>Engage with all relevant stakeholders to build resilience and develop a self-help culture</b>	We are going to: <ul style="list-style-type: none"> <li>• increase the opportunities for groups to avail of support;</li> <li>• develop and implement a programme of grant-aid workshops and 1-2-1 officer support.</li> </ul>	This programme of work will lay the foundations for: <ul style="list-style-type: none"> <li>• developing the relationships between local communities and council;</li> <li>• improving services;</li> <li>• helping the community to “empower” itself through building skills, increasing knowledge and confidence.</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
Number of groups availing of Community Development support	New indicator	90
Number of support interventions facilitated by Council	New indicator	10

## Improvement Plan Objective 2

### PLAN THEME : PLACE

**Corporate Objective:** Promote a clean, green, healthy, safe and sustainable environment.

**Description:** We will take time to understand the needs of all parts of the borough and to ensure local neighbourhoods are attractive and vibrant places, where everyone feels welcome and safe.

### Service Objective

We will:

- undertake to reduce the amount of waste going to landfill
- undertake to increase community engagement in the Council's recycling services
- promote environmental responsibility among citizens

### Directorate:

Environment

### Standing Committee:

Environment Committee

### Lead Officer:

Head of Waste and Cleansing Service

What are we going to do this year?	How are we going to do it?	What difference will it make?
<b>Ards and North Down Communities and Environment are sustainable</b>	We are going to: <ul style="list-style-type: none"> <li>• introduce a Recycling Community Investment Fund;</li> <li>• expand the household dry recycling service to include all rigid plastics;</li> <li>• introduce a glass recycling collection service;</li> <li>• ban food waste disposal in the residual bin (grey bin).</li> </ul>	The impact of this objective will be: <ul style="list-style-type: none"> <li>• Community based recycling improvement and development schemes will be financially supported through the financial savings made from the diversion of waste from landfill, involving reuse and recycling into new products;</li> <li>• a reduction in the amount of greenhouse gases emitted through the decay of the organic fraction of waste in landfills, which is responsible for around 5% of all greenhouse gases emitted;</li> <li>• conservation of natural resources such as timber, oil, gas, water, and minerals;</li> <li>• prevention of pollution associated with the extraction and collection of new raw materials;</li> <li>• energy and water savings;</li> <li>• reduction in the overall level of greenhouse gas emissions associated with the production of goods; and</li> <li>• sustaining the environment for future generations.</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
% of household waste collected that is sent for recycling and composting (including waste prepared for re-use)	39% (2014/15)	45%
Amount (tonnage) of biodegradable waste that is landfilled (Northern Ireland Landfill Allowances Scheme – NILAS, Annual statutory target)	Provisional figure available end May 2016	22,722
% residents satisfaction with environment of the borough	New indicator	80%
Local Environmental Audit and Management System (LEAMS) Score	65	70

## Improvement Plan Objective 2

### PLAN THEME : PLACE

**Corporate Objective:** Promote a clean, green, healthy, safe and sustainable environment.

**Description:** We will take time to understand the needs of all parts of the borough and to ensure local neighbourhoods are attractive and vibrant places, where everyone feels welcome and safe.

### Service Objective

We will:

- contribute to the reduction of incidents of reported anti-social behaviour
- ensure premises licensed for entertainment are safe and well managed
- work with PSNI and key stakeholders to increase the number of people across the borough who feel safe

### Directorate:

Environment

### Standing Committee:

Environment Committee

### Lead Officer:

Head of Building Control, Licensing and Neighbourhood Environment

What are we going to do this year?	How are we going to do it?	What difference will it make?
Communities in Ards and North Down feel safe	We are going to: <ul style="list-style-type: none"> <li>• identify anti-social behaviour hotspots;</li> <li>• develop and implement an off-licence code of practice throughout the borough;</li> <li>• ensure premises licensed for entertainment are safe and well managed.</li> </ul>	The impact of this objective will be to: <ul style="list-style-type: none"> <li>• reduce the reported incidents of anti-social behaviour;</li> <li>• reduce the number of serious health and safety contraventions detected during routine licensing inspections .</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
% of people who feel safe in the Borough	95% <sup>3</sup>	96%

<sup>3</sup> MRNI Ards and North Down Borough Council Resident Survey 2013

## Improvement Plan Objective 2

### PLAN THEME : PLACE

**Corporate Objective:** Promote a clean, green, healthy, safe and sustainable environment.

**Description:** We will take time to understand the needs of all parts of the borough and to ensure local neighbourhoods are attractive and vibrant places, where everyone feels welcome and safe.

### Service Objective

We will:

- procure and maintain Council assets sustainably
- promote and enforce the Building Regulations to develop safer, more accessible and more energy efficient buildings
- utilise technology to implement new and innovative ways of delivering services

### Directorate:

Environment

### Standing Committee:

Environment Committee

### Lead Officer:

Director of Environment

What are we going to do this year?	How are we going to do it?	What difference will it make?	
Promote a sustainable borough	We are going to: <ul style="list-style-type: none"> <li>• operate a sustainable and environmentally friendly organisation;</li> <li>• promote environmental education;</li> <li>• target environmental crimes and prosecute offenders where possible;</li> <li>• promote and enforce the Building Regulations to develop safer, more accessible, more energy efficient buildings.</li> </ul>	The impact of this objective will: <ul style="list-style-type: none"> <li>• Increase public awareness and adherence to environmental good practice;</li> <li>• help to protect and sustain our environment for future generations;</li> <li>• through our supply chain and contractor lists increase the number of business who operate good environmental practices;</li> <li>• increase the energy efficiency of buildings by increasing the number of Building Control applications processed through to completion ensuring that building regulations are met.</li> </ul>	
How will we know we have succeeded?			
Measure	Baseline	Target 2016/17	
Date ISO 14001 re-certification achieved	Both legacy North Down and Ards Borough Councils achieved accreditation up to January 2016	May 2016	
Local Environmental Audit and Management System (LEAMS) Score	65	70	

## Improvement Plan Objective 3

### PLAN THEME : PROSPERITY

**Corporate Objective:** Attract and promote economic investment

**Description:** We will strive to make the borough an attractive place in which to invest and do business.

### Service Objective

We will:

- contribute to delivering business growth across the borough
- develop a knowledge economy through lifelong learning and skills development
- develop and run a business start programme under functions transferred from DETI
- enhance the visitor experience to increase visitor spend

### Directorate:

Regeneration, Development and Planning

### Standing Committee:

Regeneration and Development Committee

### Lead Officer:

Head of Economic Development and Tourism

What are we going to do this year?	How are we going to do it?	What difference will it make?
Grow the economy	<ul style="list-style-type: none"> <li>• Provide business support interventions to local businesses;</li> <li>• Develop and manage a new Business Start Programme;</li> <li>• Work with the local business community to assist growth;</li> <li>• Support partner organisations to assist young people access education/placement opportunities;</li> <li>• Increase the number of new creative industry businesses;</li> <li>• Support rural businesses to create employment opportunities;</li> <li>• Develop Ards and North Down as a tourism destination by promoting the area through visitor experiences and events;</li> <li>• Support tourism events by third parties to attract visitors to the borough.</li> </ul>	<p>The impact of this objective will be to:</p> <ul style="list-style-type: none"> <li>• assist local business in the borough to grow and develop;</li> <li>• encourage visitors to Ards and North Down that will increase economic benefit;</li> <li>• create new employment opportunities.</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
Number of jobs created through business start-up activity	New indicator	85
£ increase in visitor spend in the borough	£44.3m <sup>4</sup>	£44.88m

<sup>4</sup> Visitor spend according to 2014 NISRA statistics

## Improvement Plan Objective 3

### PLAN THEME : PROSPERITY

**Corporate Objective:** Attract and promote economic investment

**Description:** We will strive to make the borough an attractive place in which to invest and do business.

### Service Objective

We will:

- promote Ards and North Down as an attractive destination in which to do business and invest
- work with Invest NI on regional data and proposition

### Directorate:

Regeneration, Development and Planning

### Standing Committee:

Regeneration and Development Committee

### Lead Officer:

Head of Economic Development and Tourism

What are we going to do this year?	How are we going to do it?	What difference will it make?
Promote direct investment	<ul style="list-style-type: none"> <li>• Create an integrated Development Strategy;</li> <li>• Further develop the Ards and North Down Foreign Direct Investment (FDI) app;</li> <li>• Provide business support interventions to local businesses with growth potential.</li> </ul>	<p>The impact of this objective will be to:</p> <ul style="list-style-type: none"> <li>• encourage investment in the borough to improve its economic well-being</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
Number of jobs created through business start-up activity	New indicator	85
Date of publication of Development Strategy	New indicator	March 2017

## Improvement Plan Objective 3

### PLAN THEME : PROSPERITY

**Corporate Objective:** Attract and promote economic investment

**Description:** We will strive to make the borough an attractive place in which to invest and do business.

### Service Objective

We will:

- protect land zoned for employment and industry
- identify current provision and potential future land requirements for employment and industry
- support investors through the promotion of Pre Application Discussions (PADs) to identify issues prior to proposal submission

### Directorate:

Regeneration, Development and Planning

### Standing Committee:

Regeneration and Development Committee

### Lead Officer:

Head of Planning

What are we going to do this year?	How are we going to do it?	What difference will it make?
Enhance economic infrastructure	<ul style="list-style-type: none"> <li>• Prioritise Large Scale Investment applications to progress to recommendation within six months of receipt;</li> <li>• Approve all appropriate applications for building in the borough;</li> <li>• Bring unauthorised activity under control; remedy the undesirable effects of unauthorised development including the removal or cessation of unacceptable development ; and take legal action, where necessary, against those who ignore or flout planning legislation</li> </ul>	<p>The impact of this objective will:</p> <ul style="list-style-type: none"> <li>• Ensure approval of appropriate major applications which have the potential to create jobs within the borough in a timely fashion;</li> <li>• Encourage building in the borough in appropriate locations providing for community need;</li> <li>• Protect our communities, our heritage and the natural environment from unauthorised development that causes harm or which shows a disregard for the planning system.</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
Number of weeks (average) to process major planning applications	49	30 <sup>5</sup>
Number of weeks (average) to process local planning applications	22	15 <sup>5</sup>
% Progress of enforcement cases to target conclusion within 39 weeks of receipt of complaint	85%	70% <sup>5</sup>

<sup>5</sup> Annual Statutory Target -The Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015

## Improvement Plan Objective 4

### PLAN THEME : PERFORMANCE

**Corporate Objective:** Deliver high quality customer focussed services

**Description:** We will work to ensure our services meet our customer's needs.

### Service Objective

We will:

- improve customer access to Council information and services through performance improvement initiatives and use of technology
- deliver high quality services that are timely, accurate, accessible to all and meet/manage customer expectations
- engage and consult with stakeholders to improve service delivery
- communicate effectively about our services provision, projects and successes

**Directorate:**

Chief Executive's Office /  
Administration and OD

**Standing Committee:**

Corporate Services Committee

**Lead Officers:** Director of

Administration and OD/ Corporate  
Communications Manager

What are we going to do this year?	How are we going to do it?	What difference will it make?
Deliver front-line services efficiently and effectively	We are going to: <ul style="list-style-type: none"> <li>• conduct a customer satisfaction survey;</li> <li>• support the enhancement of services through performance improvement initiatives;</li> <li>• further develop our use of social media.</li> </ul>	The impact of this objective will: <ul style="list-style-type: none"> <li>• enable us to provide our customers with the services they need, delivered in the way they want, when they want them.</li> </ul>
How will we know we have succeeded?		
Measure	Baseline	Target 2016/17
% of customers who are satisfied or above with services provided	New indicator	80%
Number of council/service accreditation awards	New indicator	2
Number of service improvement, efficiency or transformation projects initiated	New indicator	2

## APPENDIX 1 – Consultation feedback

**We take your feedback seriously. Here are some examples of changes we have made, or will be making in the future, following the feedback from the survey:**

<b>You said:</b>	<b>Our response:</b>
<p>At present the improvement objectives remain high level, therefore, specific measures that will allow the Council to measure the extent to which the improvement objectives have been met will be important. Given the move towards outcomes based measurement for the Programme for Government, any more detailed measures should also be outcomes based.</p>	<p>We have included in the PIP the expected outcomes of the objectives and to further support the objectives we are publishing our Service Unit Plans which can be found on our website  <a href="http://www.ardsandnorthdown.gov.uk/performance">www.ardsandnorthdown.gov.uk/performance</a></p> <p>You can request a hard copy from:            Performance Improvement Unit            Ards and North Down Borough Council            Town Hall, The Castle            Bangor            BT20 4BT</p> <p>The Service Plans can be provided in alternative formats if required in relation to language or disability by contacting the Performance Improvement Unit at the above address.</p>
<p>Qualitative evidence needed.</p>	<p>We have included under each Improvement Objective Key Performance Measures, Targets for the 2016/17 year and where available baseline figures.</p>
<p>There is a statement in the document that for 2016/17 there will be no comparative figures available - It is appreciated that the merging of two councils makes this difficult however some benchmarking with previous council performance or with best in class nationwide councils should be possible to produce comparable figures.</p>	<p>Where we have figures from the legacy Ards and North Down Borough Councils we have included these as our baseline.</p>
<p>Each project should have a named responsible official and a published, pre-agreed set of metrics.</p>	<p>For each of the Performance Improvement objectives we have identified the responsible Directorate, Standing Committee and the Lead Officer. We have also included the relevant KPI and target.</p>
<p>How will we know if you succeed?</p>	<p>Each year we will be producing a Performance Improvement Plan for the following financial year and also a report on the previous year's performance against the</p>



<b>You said:</b>	<b>Our response:</b>
	indicators which were set. These reports will be subject to audit by the NIAO.
Real and meaningful engagement could start with identifying how residents, community groups, stakeholders etc want to be engaged in the first place.	We are in the process of developing a Communications and Engagement Strategy. To inform our strategy we will be seeking the views of our stakeholders to determine the best methods for two-way engagement. An interim plan will be complete by March 2017.
Deliver health and wellbeing initiatives to the staff and residents of the Borough.	Our Community Plan, which is currently being developed and is due for publication in March 2017, will use evidence gathered from The Big Conversation to identify where best to allocate resources to prevent illness (mental and physical), reducing accidents and creating partnerships that address the wider determinants of health



## APPENDIX 2 – Specified aspects of improvement (as defined in Section 86 Local Government Act 2014)

1. **Strategic effectiveness**, is key to linking the community plan (or corporate plan, in the absence of a community plan), and the ongoing processes that underpin it, with a council's improvement processes. The Department would expect that a council's community planning outcomes and objectives should be central to that council's improvement activity. In doing this, councils should be able to develop a clear narrative around their plans for improvement that will resonate with the citizens and communities that they serve.

Strategic effectiveness is likely to be a key focus for a council's performance improvement activity, and the Department acknowledges that councils will require time to build the required consensus to establish their community plans. Therefore, during 2015-16, a council may select strategic objectives as performance objectives even if its community plan has not been agreed – these objectives will be part of the council's corporate plan, as noted above.

2. **Service quality, availability and fairness** all relate to: service provision, by aiming to meet the needs of citizens, and ensuring fair ease of access to the most suitable services that meet their needs. Clearly, all of these objectives can be demonstrated individually, or collectively.
3. **Fairness** can also be demonstrated by exercising non-service functions in ways which reduce disadvantage and improve social well-being, for instance by improving citizens' access to information.
4. When carrying out its functions or providing services, a council may demonstrate improvement when it operates in a way that contributes towards the **sustainability** of its area. Equally, on-going **efficiency** may also be shown if fewer resources are utilised while maintaining provision of substantially similar, or better, services. Should a council choose to alter the manner by which a service is provided, and in so doing it uses fewer resources or more integrated services, it will not only be demonstrating efficiency, but may demonstrate improved sustainability as well.



5. The **innovation** aspect is slightly different. It covers any changes to service design and delivery methods that are intended to yield improvement under any other aspect, and are reasonably likely to do so. This allows councils to make changes which may not have tangible effects within the same reporting year, but are likely to in subsequent years, and still count them as improvements.



## APPENDIX 3 – Key actions for 2016/2017

The table below identifies how the key actions under the four Performance Improvement objectives align with the specified aspects of improvement as define in Section 86 of the Local Government Act 2014.

Corporate Objective	What are we going to do this year?	Strategic Effectiveness	Service Quality	Service Availability	Fairness	Sustainability	Efficiency	Innovation
Develop more engaged, empowered and integrated communities	Develop and deliver an interim community plan with partners	✓			✓			
	Engage with all relevant stakeholders to build resilience and develop a self-help culture	✓		✓	✓	✓	✓	
Promote a clean, green, healthy, safe and sustainable environment	Ards and North Down communities and environment are sustainable	✓				✓	✓	
	Communities in AND feel safe	✓	✓					
	Promote a sustainable borough	✓				✓		✓
Attract and promote economic investment	Grow the economy	✓		✓		✓		
	Promote direct investment	✓	✓	✓				
	Enhance economic infrastructure	✓	✓	✓		✓		
Deliver high quality customer focussed services	Front-line service are efficiently and effectively delivered	✓	✓	✓	✓	✓	✓	✓

## APPENDIX 4 – PERFORM SEGMENT DESCRIPTIONS



### Plan

**Stating what we will do and why** - the Performance Planning and Management process will be used at the following levels:

- Community Planning and Reporting, where a plan will be developed every 10-15 years, setting out shared objectives for the local area and its people, to be fulfilled by a range of organisations working in partnership. A review of the plan will be carried out every four years in advance of its fourth year anniversary. The first plan produced

will be considered an interim plan and will be for a shorter time span. The interim plan should be reviewed within two years of publication.

- Corporate Planning and Reporting, where a plan will be developed every 4 years to set out objectives for the Council
- Performance Improvement Plans (PIP) which sets out the Council's plan for a single year.
- Service Planning and Reporting, where a plan will be developed every year by each council service)
- Individual (and/or collective Team level) Planning and Reporting, where a plan will be delivered every year.

This approach is designed to facilitate alignment between Community, Corporate, Service and Individual plans, activities and the needs of our stakeholders. It will also focus on assessment of key risks, alignment of the Council's resources, processes and systems to consistently achieve strategic objectives.

### Engage

**Working together to achieve it** - to inspire and motivate staff and stakeholders to be engaged with what the organisation seeks to deliver. It is likely to include focus on developing leadership, culture and values and will typically involve effective inductions, team building, cross-council team working and staff forums.

## Resource

**Putting our people and budgets where they are needed** - to improve organisation and structural design, budget setting and management. It will involve recruitment, learning and development and system investment. It should also ensure a coordinated approach to the development of resources including staff.

## Focus

**Doing the right thing right** – to ensure system and process alignment with organisational objectives. It is likely to involve carrying out service reviews, ongoing coaching, identifying process improvements, reviewing potential suitable systems and ensuring optimum use of systems, technology and equipment.

## Operate

**Getting on with the job** - to ensure continuous improvement. It is designed to promote performance improvement, encourage innovation and share good practice. This will typically include ongoing benchmarking exercises to ensure we continually improve our practices and any other identified activities that would encourage continuous improvement.

## Relate

**Communicating with our stakeholders** - to have successful communications. The aim is to encourage engagement and transparency; this stage will include decisions on communication and delivery, including internal/external communication methods, carrying out stakeholder surveys and receiving feedback including complaints. Stakeholder analysis and Partnership working are also likely to be included.

## Manage

**Reviewing how we are doing and managing improvements** - to monitor, reward good performance and address under performance. This will involve reviewing scorecards, feedback etc. for each of the parties involved and determining actual measurement achieved against original objectives/targets.



## **APPENDIX 5 – Strategic Partners**

Council for Catholic Maintained Schools  
Department for Communities  
Department for Infrastructure  
Department of Agriculture, Environment and Rural Affairs  
Department of Culture and Leisure  
Department of Education  
Department of Education  
Department of Environment  
Department of Finance  
Department of Finance and Personnel  
Department of Justice  
Department of Justice  
Department of Regional Development  
Department of Social Development  
Education Authority South Eastern Region  
Health and Social Care Board  
Invest NI  
Libraries NI  
NI Fire and Rescue Service  
NICVA  
Northern Ireland Housing Executive  
OFMDFM  
Police Service of Northern Ireland  
Public Health Agency  
South Eastern Health and Social Care Trust  
South Eastern Regional College  
Sport NI  
The Executive Office  
Tourism NI



## Appendix 6 - Membership of Strategic Community Planning Thematic Delivery Groups

Thematic Delivery Group	Organisation
<b>People and Places</b>	Action Mental Health Age NI Agenda Ards and North Down Borough Council Ards Community Network Department for Communities Keep NI Beautiful Libraries NI Linking Generations NI Millisle Community NIHE North Down Community Network Peninsula Healthy Living PSNI SEHSCT Volunteer Now VOYPIC
<b>Safety, Health and Wellbeing</b>	Action Mental Health Alzheimer's Society Ards and North Down Borough Council Ards Community Network County Down Rural Community Network Department for Communities Libraries NI Linking Generations NI Millisle Community NIFRS NIHE North Down Community Network Peninsula Health Living PSNI SEHSCT Volunteer <b>Now</b>
<b>Economic Prosperity</b>	Ards and North Down Borough Council Ards Community Network Arts Council NI Business in the Community Council for Catholic Maintained Schools Department for Communities Hollywood Shared Towns Invest NI National Trust Newtownards Chamber of Trade North Down CFC North Down Community Network Reed in Partnership <b>SERC</b>



<b>Thematic Delivery Group</b>	<b>Organisation</b>
<b>Connected Infrastructure</b>	Ards and North Down Borough Council Department for Communities (DfC) Department of Agriculture, Environment & Rural Affairs (DAERA) Holywood Shared Towns NIHE North Down Community Network Strangford Lough and Lecal Partnership Sustrans Tourism NI Translink
<b>Environmental Sustainability</b>	Ards and North Down Borough Council CNCC County Down Rural Community Network Department for Communities (DfC) Department of Agriculture, Environment & Rural Affairs (DAERA) Keep NI Beautiful National Trust NI Environment Link NIHE North Down Community Network RSPB Strangford Lough and Local Partnership Ulster Wildlife

