



June 1st, 2022

**To: Chairman, Vice-Chairman and Members of the Governance and Audit Committee**

**Ex-Officio: The Right Worshipful The Mayor and Deputy Mayor**

**Notice Of Meeting**

A meeting of the **Governance and Audit Committee** will be held on **Thursday, 9th June 2022** at **6:00 pm** in the Council Chamber and remote locations for the transaction of business on the undernoted Agenda.

For those Members attending this meeting remotely, the Zoom details are included in the Outlook invitation that has been issued.

A light buffet will be available in Lighters from 5.30pm.

**David Burns**  
**Chief Executive**  
**Lisburn & Castlereagh City Council**

# Agenda

## 1.0 APOLOGIES

## 2.0 DECLARATIONS OF MEMBERS' INTERESTS

- (i) conflict of interest on any matter before the meeting (Members to confirm the specific item)
- (ii) pecuniary or non-pecuniary interest (Member to complete disclosure of interest form)

## 3.0 REPORT BY PERFORMANCE IMPROVEMENT OFFICER

### 3.1 Complaints Report - Q4 2021/22

[3.1 Complaints Report Q4.pdf](#) Page 1

[3.1 Q4 Customer Care report - Appendix 1.pdf](#) Page 4

### 3.2 Performance Improvement Objectives, Case Studies & Associated KPIs - 4th Quarter Review

[3.2 PIO Casestudies KPIs Q4.docx.pdf](#) Page 12

[3.2 Appendix I Quarter4 monitoring\\_Updated Draft Report.pdf](#) Page 15

[3.2 Appendix II Q4 Performance KPIs.pdf](#) Page 24

### 3.3 Consultation Report on the Draft Performance Improvement Objectives 2022/23

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[3.3 Consultation Report - Performance Imp Objectives - Appendix i.pdf](#) Page 31

### 3.4 Performance Improvement Plan 2022/23

[3.4 PIP & Summary.pdf](#) Page 49

[3.4 PIP & Summary Appendix i - PIP Full document.pdf](#) Page 52

[3.4 PIP & Summary Appendix II PIP 2022 23.pdf](#) Page 71

[3.4 PIP & Summary Appendix III Revised equality screening PIP 2022.pdf](#) Page 79

## 4.0 REPORT BY RISK OFFICER

### 4.1 Corporate Risk Register

## **5.0 CONFIDENTIAL BUSINESS - "IN COMMITTEE"**

All items are confidential due to containing information relating to the financial or business affairs of any particular person (including the Council holding that information)

### **5.1 REPORT BY INTERNAL AUDIT MANAGER**

**5.1.1 Internal Audit Progress Report - June 2022**

**5.1.2 Internal Audit Annual Report**

**5.1.3 Acceptance of Six Monthly Statements of Assurance for the Period October 2021 - March 2022 and Acceptance of the Chief Executive's Annual Assurance Statement**

## **6.0 ANY OTHER BUSINESS**



# Governance & Audit Committee

## 9<sup>th</sup> June 2022

**Report from:**

Performance Improvement Officer

### Item for Noting

**TITLE:** Complaints Report – Q4

**Background and Key Issues:**

1. Attached under **Appendix I** is a comparative report taken from the Council’s Customer Care System. This report details the number of comments, complaints and compliments in Quarter 4 (January - March inclusive) of 2021/22.
2. This report is presented for consideration and scrutiny as appropriate.

**Recommendation:**

It is recommended that Members note the appended report.

**Finance and Resource Implications**

N/A

### Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy?

**If no, please provide explanation/rationale**

N/A

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	<input type="text" value="Yes/No"/>	<b>Option 2</b> Screen out with mitigation	<input type="text" value="Yes/No"/>	<b>Option 3</b> Screen in for a full EQIA	<input type="text" value="Yes/No"/>
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**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

### 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	<input type="text" value="No"/>	Has a Rural Needs Impact Assessment (RNIA) template been completed?	<input type="text" value="No"/>
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**If no, please given explanation/rationale for why it was not considered necessary:**

N/A

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:** **Appendix I – complaints during Q4 (January – March inclusive)**

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?** **No**  
If Yes, please insert date:

# Customer Care Report

# Q4

1st January 2022 –  
31st March 2022

Lisburn & Castlereagh City Council

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## 1.0 Full Year Analysis Q1 – Q4 2021 - 2022

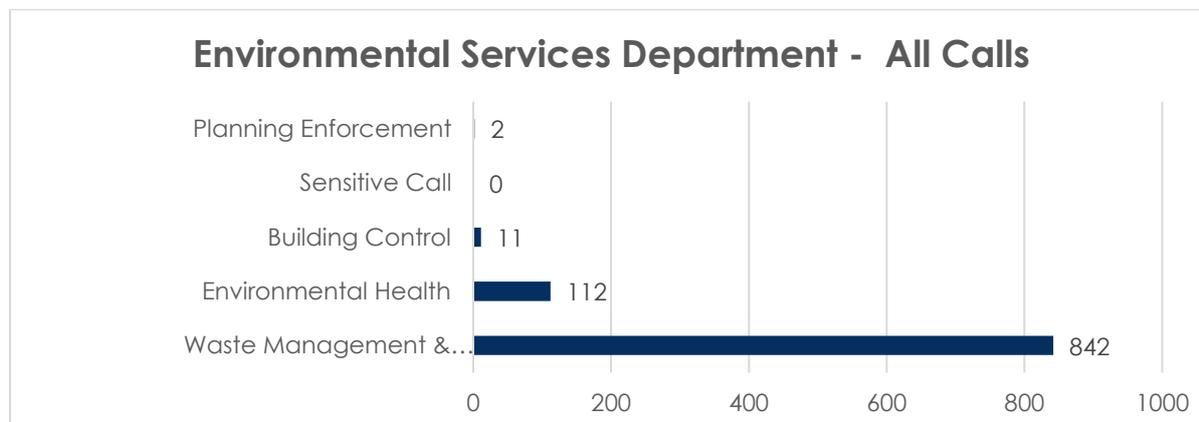
Call Type	Q1 2021-2022	Q2 2021-2022	Q3 2021-2022	Q4 2021-2022	YTD Q1 – Q4
Service Requests	1125	1034	740	825	3724
Complaints	183	129	116	155	583
Compliments	38	49	52	43	182
Comments	63	29	41	40	173
<b>TOTAL CALLS</b>	<b>1409</b>	<b>1241</b>	<b>949</b>	<b>1063</b>	<b>4662</b>

Customer Care calls increased between Q3 and Q4 by 114, an increase of 12.1%. Complaints increased by 39 (33.6%) to **155**. Comments received through Customer Care decreased by only 1 to 40 with Compliments also decreasing by 9 to 43.

### 1.1 Analysis of Customer Care Calls in Quarter 4 per Department

Department	Comments	Complaints	Compliments	Service Requests	TOTAL
Chief Executive's Office	2	2	0	0	4
Environmental Services	13	118	14	822	967
Finance & Corporate Services	0	2	7	1	10
Leisure & Community	21	30	19	1	71
Service Transformation	4	3	3	1	11
Non Council	0	33	0	0	33
<b>TOTAL</b>	<b>40</b>	<b>188</b>	<b>43</b>	<b>825</b>	<b>1096</b>

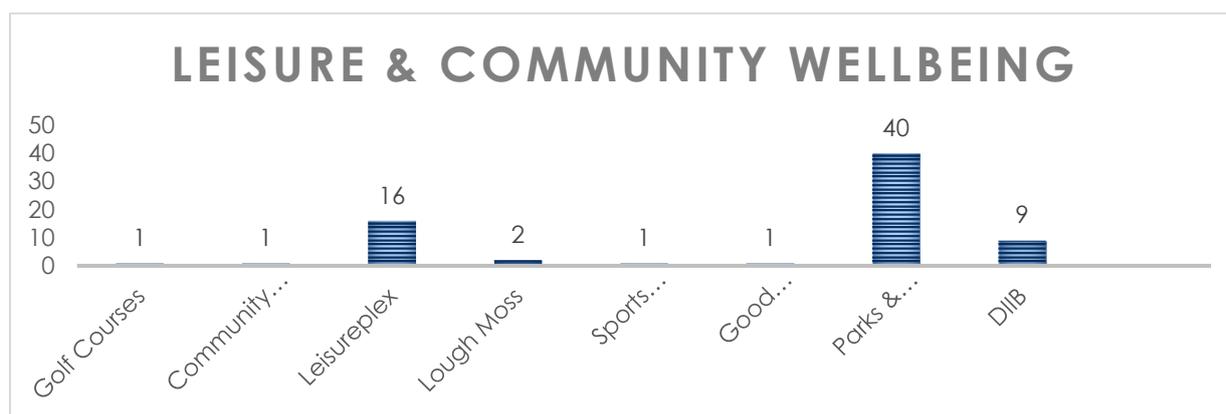
**1.2 A breakdown of calls received for the Environmental Services Department is as follows:**



Overall 967 Customer Care calls were logged to Environmental Services, 842 of these were for Waste Management and Operational Services. A total of 735 calls were in relation to Domestic Refuse Collection; three main reasons for these calls were missed bins, bins going missing and damage to bins. There is no clear reason as to why they result in damage.

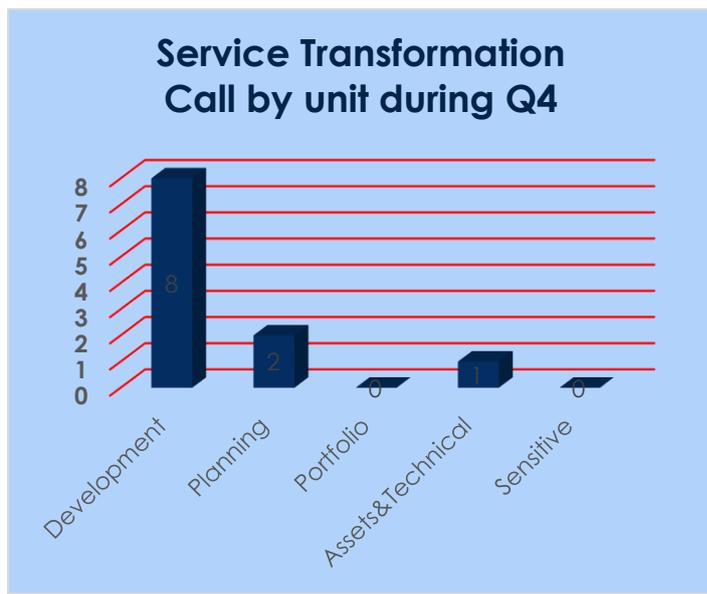
There were 112 calls logged for Environmental Health. The main categories were; fly tipping, dog control, off street parking and noise. Most calls for Environmental Health were received through the Reportall App.

**1.3 A breakdown of calls received for Leisure & Community Wellbeing is as follows:**



Within the Leisure & Community Wellbeing Department, complaints were varied and in relation to graves, events, park staff, accessibility, park conditions and anti-social behaviour. Sports services which includes the Leisureplex and Dundonald International Ice Bowl received 24 calls, 13 of these were complaints for a mix of reasons including; parking, customer service and online bookings.

**1.4 A breakdown of calls received for Service Transformation is as follows:**



Only 3 complaints were received in Service Transformation, 1 each for Planning, Tourism, and Hillsborough Forest Park. The 3 compliments related to the Light Festival and customer service provided by the Tourism staff.

**1.5 A breakdown of calls received for Finance & Corporate Services is as follows:**

Q4					
Area	Comments	Complaints	Compliments	Service Requests	Total
Registration	0	0	1	0	1
PCSP	0	0	0	1	1
Centre Management	0	2	6	0	8
<b>TOTAL</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>1</b>	<b>10</b>

The 2 complaints were both in relation to the same interaction between Security and members of the public at LVI. The 7 compliments received were in relation to events/conferences and excellent customer service provided by LVI staff. One service request was logged under PCSP for anti-social behaviour.

## 2.0 Complaints Analysis

	Q1 2021/2022	Q2 2021/2022	Q3 2021/2022	Q4 2021/2022
Chief Executive	0	0	0	2
Environmental Services	85	62	59	118
Finance & Corporate Services	4	5	0	2
Leisure & Community Wellbeing	26	42	19	30
Service Transformation	2	9	9	3
<b>LCCC Complaints Total</b>	<b>117</b>	<b>118</b>	<b>87</b>	<b>155</b>
<b>Non Council Complaints</b>	<b>63</b>	<b>11</b>	<b>29</b>	<b>33</b>
<b>Total inclusive of Non Council</b>	<b>180</b>	<b>129</b>	<b>116</b>	<b>188</b>

The table below provides some examples of the comments and complaints received during Q4.

	Department	Service	Issue
<b>Comment</b>	Chief Executive	Perf. Improvement	Information request
<b>Comment</b>	Environmental Services	Street Cleaning Refuse Collection Domestic Amenity Sites Street Cleansing	Litter bin provision Bin placement, missing bin, wrong collection day Access Frequency
<b>Comment</b>	Leisure & Community Services	Parks & Amenities  DIIB LVLP Sports Develop.	Bio-diversity, memorial policy, Wallace Park, Billy Neill, parks access/times/gates Covid measures, membership Spectator access MLA query
<b>Comment</b>	Service Transformation	Planning Regeneration	Planning query Xmas lights, request for information
<b>Complaints</b>	Chief Executive	Equality	Flags at Council facilities (x2)
<b>Complaints</b>	Environmental Services	Waste Management	Bins not collected / Bins damaged Bryson House Contract – Bins not collected Customer Service Bryson House Contract - Collections
<b>Complaints</b>	Leisure & Community Services	Parks & Amenities  LVLP  DIIB Golf Courses Good Relations	Anti-social behaviour, parks staff Parks maintenance, graves Customer Service, bookings/refunds Cleanliness Customer Service Membership Cancellation Refugee Sponsorship
<b>Complaints</b>	Service Transformation	Planning Tourism	Planning objection Local business, Hillsborough Forest Park

**3.0 Compliments:** There were 43 compliments received during Q4, a slight decrease of 9 from 52 in Q3. Leisure & Community Wellbeing received the highest at 19 (44.2%) - Parks and Amenities (11), DllB (4), Leisureplex (4). In other areas Environmental Services received 14, Finance & Corporate Services 7 and Service Transformation 3.

A few examples of the compliments that were received are as follows:

**ENVIRONMENTAL SERVICES**

*Hello! Our son always goes out to wave at the binmen and has done for years. This morning, they gave him a Christmas present and he was so excited. I just wanted to say thank you so much, it was so very kind and he loves his new bin lorry! Many thanks Finn's mum 4/01/22*

**ENVIRONMENTAL SERVICES**

*A reporter asked that I pass on her thanks for Ian's help with rehoming a cat for her elderly parents. Her name is XXX and she stated that Ian was brilliant with her parents, extremely helpful with the rehoming of the cat and a credit to his work 25/01/22*

**FINANCE & CORPORATE SERVICES**

*Yes, it went very well. Directors were very impressed with the facilities, the concierge, the detail in going over the room and fire points before the meeting began. Thankyou.*

**LEISURE & COMMUNITY SERVICES**

*Totally impressed with the young staff at the ice rink today! I was with my 8yo & my friend who is in a wheelchair. Everyone was so helpful and friendly! THANK U 11/03/22*

## LEISURE & COMMUNITY SERVICES

*Hope it is okay to get back in touch but I just wanted to say thank you so much for implementing the gate and soft play surface improvements at Crossnacreevy Park. I hadn't expected this to happen so quickly and am delighted with the changes. The gate really is so much appreciated and makes such a difference for me with young twins. With thanks and best wishes 03/03/22*

## SERVICE TRANSFORMATION

*Thanks for your email. I am delighted we have finally succeeded and the Horse Racing Order now names Down Royal as a beneficiary. We should please God receive the 2021 monies in due course. Thanks so much to you and all within LCCC for your support. You particularly reacted with gusto every time you were called upon to provide or action others to provide input on our behalf. I am very grateful. 22/02/22*

### 4.0 REPORTALL APP

The number of calls received on the ReportAll App has increased significantly by 60.8% in Q4 to 82, (51 in Q3). The most common reasons for reported incidents on the app continue to be fly tipping and dog fouling. Other calls received were in relation to litter bins needing emptied, street cleansing/sweeping, litter, reports of dead animals, anti-social behaviour, graffiti, noise pollution and abandoned cars.

### 5.0 ESCALATED COMPLAINTS

There were 2 complaints escalated to Stage 2 – Director Level in Q4. There were also 2 complaints escalated to the Ombudsman in Q4 (Planning and Leisure).

### 6.0 CUSTOMER SATISFACTION SURVEY

Customer Satisfaction Surveys ask the customer to rate their communication with LCCC in relation to the handling of their complaint, it is not about the outcome of their complaint. During Q4 there were 147 surveys sent out with a return of **20**. 12 of these were rated as excellent, 3 rated as good, 2 as

acceptable and 3 as poor. The poor satisfaction ratings were passed on to the relevant service.

DEPARTMENT	EXCELLENT	GOOD	ACCEPTABLE	POOR	TOTAL
CHIEF EXECUTIVE	0	0	0	0	0
ENVIRONMENTAL SERVICES	9	3	1	3	16
LEISURE & COMMUNITY	2	0	1	0	3
SERVICE TRANSFORMATION	0	0	0	0	0
NON COUNCIL	1	0	0	0	1
TOTAL	12	3	2	3	20

When customers receive their Satisfaction surveys they are asked for a one word reply. Excellent, Good, Acceptable and Poor. On occasion they will also attach a comment with their response.



**“I would say excellent - no problems at all. I received e-correspondence in a timely manner (within a few days) that answered my questions” - 14/03/21**



**“I would give the service we received an Excellent rating. Everyone I dealt with was friendly, understanding and professional” - 25/02/22**



**“My communication was dealt with in an ‘excellent’ manner and I am very satisfied” - 07/03/22**



## Governance & Audit Committee

9<sup>th</sup> June 2022

### Report from:

Performance Improvement Officer

### Item for Noting

**TITLE:** Performance Improvement Objectives, Case Studies & Associated KPIs – 4<sup>th</sup> Quarter Review

### Background and Key Issues:

1. Attached under **Appendix I**, and **Appendix II** is two reports: The first is a quarterly monitoring document on all the projects that will demonstrate improvement against the 2021/22 Performance Improvement Objectives, including the relevant Performance Improvement KPI. Please note the additional section within this report, which details case studies, photographs and customer feedback that have demonstrated improvement during Quarter 4. This report covers the period January – March 2022 inclusive.
2. The second report from the 'Performance Management System' details the Performance Improvement Key Performance Indicators (KPIs) results for the period January – March 2022 inclusive. There are 12 Performance Indicators; 11 KPIs are on target and 1 KPI was not on target at the end of the financial year.
3. The following point should be noted:
4. **KPI Reference 176**; This KPI was set at the beginning of 2021/22 in order to build upon the success of the Vitality programme by supplementing the range of activities available to members with a targeted virtual programme. At the start of quarter 2, with more and more sports facilities opened there was a greater appetite from Vitality customers to attend 'in person' classes and the uptake in the virtual programme had diminished. The service re-evaluated the virtual programme offering and decided to focus more on the 'in-person' classes. Sports Services continued to offer Vitality members an extensive

timetable of classes, gym sessions and activities. The total number of classes increased to 1,769 during Quarter 4, which is a rise of 126 classes from the previous quarter. Class attendance also substantially increased to 25,400 (increase of 5,729), which highlights the growing demand and confidence for 'in person' classes. The number of classes delivered far exceeded the KPI target of virtual classes but customer demand necessitated the classes were delivered in person.

- 5. These reports are presented for consideration and scrutiny as appropriate.

**Recommendation:**

It is recommended that Members note and approve the appended reports.

**Finance and Resource Implications:**

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? No

**If no, please provide explanation/rationale**

N/A

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	No	<b>Option 2</b> Screen out with mitigation	No	<b>Option 3</b> Screen in for a full EQIA	No
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**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

**If no, please give explanation/rationale for why it was not considered necessary:**

N/A

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

**Appendix I** - a quarterly monitoring document including case studies of improvement for the period January – March 2022 inclusive  
**Appendix II** details the KPI results for the period January – March 2022 inclusive

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

**If Yes, please insert date:**



## **Performance Improvement Objectives 2021/22**

### **End of Year Review – Quarter 4, 2021/22**





## Performance Improvement Objective (1)

We will improve our citizen engagement methods and simplify processes for contacting the council

### Improvement Project 1

Improve accessibility to information and services by expanding our suite of online facilities within the Environmental Services Directorate.

#### Success Measure

8 services across the Environmental Services Directorate are made available online during 21/22.

#### Quarterly Update

By the end of Q4, 8 online services have been delivered within the Environmental Services Directorate. During Q4 the following services were provided online:

- Within the Building Control service unit customers who have a valid Building Regulation application already submitted to the Council can now make online bookings for site inspections to be carried out
- The Cemeteries section within Environmental Health have made available the “Ever After” online service which connects to Cemetery Records and enables the public to search a loved one’s name against cemetery records”.

### Improvement Project 2

Undertake a review of the customer care complaints handling procedure, by reducing to a two stage process and improve our timeliness of response by stipulating timescales at each stage.

#### Success Measure

We have reviewed the customer care complaints handling procedure during 21/22  
We have implemented the customer care complaints handling procedure during 21/22

#### Quarterly Update

A review of the customer care complaints handling procedure was undertaken in Q1 and the new procedure is now a 2 stage process with improved timeliness of response by stipulating timescales at each stage.  
The policy went live at the start of Q3 in October & training was provided during November and December.

### Improvement Project 3

Deliver a Participatory Budgeting Initiative across 3 DEA’s to allow local people to have a say in the projects that receive funding in their communities.

#### Success Measure

We have received 60 applications per annum  
We have made 45 awards per annum  
We can evidence by case studies the difference the grants have made within the DEAs

#### Quarterly Update

A community showcase event for the Grand Choice participatory budgeting initiative for Downshire West was held in Q4 in St John’s Parish Centre, Moira. Twenty three applicants competed on the day showcasing their projects. Approximately 800 people attended the event and there were 752 votes cast which resulted in 16 groups across the DEA being awarded a total of £15,755.50.

## Objective 1 2021/22

**We will improve our citizen engagement methods and simplify processes for contacting the council**

### Outcomes contributing to our Community Plan/Corporate Plan

- Public services are enhanced through co design and co-production
- Community ownership and management of local assets and facilities
- We feel a sense of belonging in our local neighbourhoods
- There is participation and volunteering in public and community life, arts, culture and sports by people of all backgrounds

### What difference did we make?

Performance Improvement Project 1 Q4 outcomes	Feedback and Testimonials
<p>In Q4 the following two additional online services have been delivered:</p> <ul style="list-style-type: none"> <li>• Within the Building Control service unit customers who have a valid Building Regulation application already submitted to the Council can now make online bookings for site inspections to be carried out.</li> <li>• The Cemeteries section within Environmental Health have made available the “Ever After” online service which connects to Cemetery Records and enables the public to search a loved one’s name against cemetery records”.</li> </ul>	<p>Customers who have engaged with the Environmental Services Directorate in an online capacity have reported many benefits, including the ability to conveniently submit Building Notice, Regularisation and Property Certificate Applications as well the ability to book site inspections online within Building Control. Year-end figures show that up to 80% of Regularisation applications and 75% of Building Notice applications are now made online. Property Certificate applications from conveyancing solicitors is around 50%.</p> <p>Previous frustrations expressed around not being able to report a noise complaint and nuisance when it was ongoing, has now also been welcomed.</p> <p>Funeral Directors have also welcomed the benefits of being able to make the necessary arrangements for funerals at times which traditionally could only be made during office working hours. These customers have been able to do this in a quick, efficient and easy to use manner on a 24/7 basis.</p> <p>Much of the interaction through the Council’s website is customers seeking information in relation to their bin collections and access to the HRC sites. There has been significant uplift in website traffic growing from 27% of total traffic associated to waste related queries to 60% in December.</p> <p>As more online services are made available within the directorate during the 2021/22 financial year it is intended to carry out online surveys to capture further feedback and testimonials.</p> <p>The following are some examples of some direct feedback from customers that has been received during 2021/22:</p> <p><i>“A very efficient service. I was very pleased thank you.”</i></p> <p><i>“Very straightforward process.”</i></p> <p><i>“It’s very convenient. Would be great if other things could be added, example applying for birth certificates, marriage licence etc etc.”</i></p> <p><i>“Found it very easy to navigate and to complete transaction.”</i></p>

*“The online process was very easy and quick.”*

*“As someone who is not tech savvy, I found this simple to navigate.”*

*“As a funeral director I am now able to secure an interment time outside the traditional office working hours”.*

*“The process is simple and easy to use”.*

*“I can now carry out some of my working duties remotely, this has provided me with confidence whilst working through the pandemic”.*

*“Thanks for your help all at the office have been great. I've phoned recently ref this online process the response has been very professional, helpful & friendly”.*

*“I had recent contact with the building control department with a time sensitive issue, I spoke to administration staff. At a stressful time they were amazing help and fantastic at their jobs”.*

**PROJECT 2: Customer Care - Complaints Handling Procedure**

It is too early to determine the difference made by our reviewed complaints policy as it was only fully implemented during the latter part of 2021/22. Further information will be provided to this Committee at a future date.

Performance Improvement Project 3 Q4 outcomes	Feedback and Testimonials
<p>In quarter one the Participatory Budgeting Initiative was launched in Castlereagh East and Castlereagh South. Due to the public health guidance in place in April 2021 it was agreed that these two schemes would be delivered in an entirely on-line format.</p> <p>A total of 39 applications were received - 23 applications from Castlereagh East and 16 from Castlereagh South. Following the online voting process which generated 1877 votes (934 from Castlereagh East and 943 from Castlereagh South) funding was awarded to 16 projects in each DEA generating an investment of £15,000 in each district.</p>	<p>A community showcase event for the Grand Choice participatory budgeting initiative for Downshire West was held in Q4 in St John’s Parish Centre, Moira. Twenty three applicants competed on the day showcasing their projects. Approximately 800 people attended the event and there were 752 votes cast which resulted in 16 groups across the DEA being awarded a total of £15,755.50.</p> <p>Further participatory budgeting initiatives are planned to take place in the 2022/23 financial year. The proposed timetable for the community showcase events are as follows:</p> <ul style="list-style-type: none"> <li>• Lisburn South – September 2022</li> <li>• Downshire East – November 2022</li> <li>• Lisburn North – February 2023</li> </ul>



## Performance Improvement Objective (2)

We will increase participation in Council led activities, that seek to maintain and improve physical and mental health and wellbeing for our citizens

Improvement Project 1		
<p>Recover the number of Vitality memberships and people attending our leisure centres to pre Covid-19 levels (this is based upon Covid restrictions being lifted and reopening of facilities)</p>	<p><b>Success Measure</b></p> <p>We have actively encouraged people to re-engage with our Sports Facilities to achieve:</p> <ul style="list-style-type: none"> <li>the pre Covid-19 annual target of 4000 Vitality members per year (this is based upon Covid restrictions being lifted and reopening of facilities)</li> <li>the pre Covid-19 annual target of over 850,000 people attending our sports facilities per year (this is based upon Covid restrictions being lifted and reopening of facilities)</li> </ul>	<p><b>Quarterly Update</b></p> <p>Total memberships continued to rise and at the end of Q4 they were 11,910, returning to pre-pandemic levels.</p> <p>Footfall of our facilities in the second half of 2021/22 was DIIB 228,432 and LVLP 367,278. Our annual footfall figure was 986,198 and this means that we have exceeded our annual target by 136,198.</p>
	<p><b>Improvement Project 2</b></p>	
<p>Build upon the success of the Vitality programme by supplementing the range of activities available to members with a targeted virtual programme</p>	<p><b>Success Measure</b></p> <p>The Number and type of classes available for online participation reach 204 classes per quarter</p>	<p><b>Quarterly Update</b></p> <p>The total number of classes increased to 1,769 during Quarter 4, which is a rise of 126 classes from the previous quarter. Class attendance also dramatically increased to 25,400 (increase of 5,729), which highlights the growing demand and confidence for classes.</p>
	<p><b>Improvement Project 3</b></p>	
<p>Improve the physical, mental and emotional wellbeing of our citizens through a number of programmes to develop their horticulture skills and understand the benefits of healthy eating</p>	<p><b>Success Measure</b></p> <p>10 horticultural projects are delivered in FY 2021/22</p> <p>4 Poly-tunnels are purchased and delivered to Community groups in Stoneyford, Maghaberry, Moira and Derriaghy</p> <p>20 CSAW programmes delivered per annum</p> <p>400 participants attend the programme per Annum</p> <p>We have captured and analysed user evaluation and feedback</p>	<p><b>Quarterly Update</b></p> <p>By end of Q4:</p> <p>CSAW delivered 37 projects to: 920 participants</p> <p>Breakdown of participants:</p> <p>Under 18 years - 325 19-59 years - 337 60+ years – 258</p> <p>5 x poly-tunnels have been delivered and installed for community use and to encourage the community groups participation in Ulster in Bloom.</p>

## Objective 2 2021/22

**We will increase participation in Council led activities, that seek to maintain and improve physical and mental health and wellbeing for our citizens**

### Outcomes contributing to our Community Plan / Corporate Plan

- We live healthy, fulfilling and long lives
- Good health will no longer be dependent on where we live or what income we have
- Older people age actively and more independently to stay well connected
- People of all ages are more physically active more often
- We enjoy good mental health

### What difference did we make? Case Studies

Performance Improvement Project 1&2 Q4 outcomes	Feedback and Testimonials
<ul style="list-style-type: none"> <li>• Vitality membership continued to increase during Q4, rising from a total membership base of 10,438 on 3 January 2022 to 11,910 on 28 March 2022, returning to pre-pandemic levels.</li> <li>• Footfall of our facilities in the second half of 2021/22 was DIIB 228,432 and LVLP 367,278. Our annual footfall figure was 986,198 and this means that we have exceeded our annual target by 136,198.</li> <li>• The total number of classes increased to 1,769 during Quarter 4, which is a rise of 126 classes from the previous quarter. Class attendance also dramatically increased to 25,400 (increase of 5,729), which highlights the growing demand and confidence for classes.</li> </ul>	<p><b>Sports Services</b> At the start of quarter 4, with a greater appetite from Vitality customers to attend ‘in person’ classes and the poor uptake in the virtual programme, the service has re-evaluated the programme offering and has decided to focus more on the ‘in-person’ classes. Sports Services continued to offer Vitality members an extensive timetable of classes, gym sessions and activities within the Vitality programme and below are details on these including feedback from customers who participated in these ‘in-person’ classes.</p> <p><b>Mamafit</b> returned to Lagan Valley LeisurePlex in January. The post-natal class was aimed at helping mum’s improve their fitness in a small group setting. The sessions focused on core and pelvic floor rehabilitation and also offered a fun outlet to meet other parents. Babies and young children were welcomed to breakdown any barriers with childcare. Support and encouragement was also available outside class times.</p> <p><b>Family Fun Sessions</b> - returned to Glenmore Activity Centre in January. The sessions provided a great way to spend quality time in a fun environment. Children enjoyed time on the bouncy castle and the creative learning centre.</p> <p><b>HITT &amp; Core</b> - The new class was launched at Glenmore Activity Centre during the quarter. The session provided a complete body workout with High Intensity Interval Training and a core workout to finish.</p> <p><b>Basketball</b> - A brand new basketball coaching class was introduced at Grove Activity Centre. Sessions were aimed at children aged 5-7 years and 8-12 years. The class provided an opportunity for children to trial a new sport and develop their social and teamwork skills.</p> <p><b>Fitness Classes</b> - Three brand new fitness classes were launched at Kilmakee Activity Centre. Sessions were targeted at a broad age spectrum from children to over 50+. Classes included Warrior Circuits, Senior Circuits and Children’s Football.</p> <p><b>Creative Learning Sessions</b> - Glenmore Activity Centre introduced a brand new inflatable creative learning centre, complete with toys, soft play and gymnastics. The sessions were delivered every Thursday and were aimed at parents and toddlers.</p> <p><b>Line Dancing</b> - continued on Tuesdays at Lagan Valley LeisurePlex. The sessions were an enjoyable way to improve fitness levels while having fun. The sessions were suitable for all abilities and ages, looking to get moving with some easy steps.</p> <p><b>Aquafit</b> - A new class was launched at Lagan Valley LeisurePlex. Participants could enjoy a full body workout in the comfort of the diving pool.</p>

Performance  
Improvement  
Project 1&2 Q4  
outcomes

Feedback and Testimonials

An Aquafit session is easier on the joints than a traditional workout but still builds muscle and increases flexibility.

**Women's Classes** - Two classes were launched at Lagan Valley LeisurePlex, specifically targeted at females. Sessions includes Women's Self-Defence and Women's Kick-Boxercise. The aim was to teach women a range of skills to feel fitter and safer.

**Squats & Tots** - continued at Lough Moss Leisure Centre on Thursdays Adults can enjoy a circuit style workout while their little one stays entertained. Suitable for children aged 4 and under.

**Billy Neill** - Two new classes were introduced at the Vitality Gym at Billy Neill MBE Country Park. Sessions included Kettlebells and Bootcamp classes to add to the class provision in the east of the council area.

**Basketball** - The new class was launched at Kilmakee Activity Centre for children aged 7-13 years. The session was a great way for children to develop an interest in a new sport and build teamwork skills.

**Senior Multi-Sports** - A new senior multi-sports session was launched at Kilmakee Activity Centre for customers aged 50+. The session was delivered every Wednesday and included a range of racquet sports.

**Healthwise Scheme** - continues to help council residents manage and improve their medical conditions through a free 12 week exercise programme. Once a referral is received from health professionals, participants can benefit from specialist support and guidance on the programme. The aim is to increase exercise provision and reduce inequalities in health by supporting regional strategies such as 'Making Life Better' and 'Fitter Futures for All.' Many participants have progressed onto Vitality Membership and other programmes.

**Walking Group** - The Physical Activity Referral Scheme outdoor walking group continues to remain a successful and valuable service particularly for elderly council residents. Many participants have experienced isolation and loneliness in their lives in recent times so this walking group has helped participants socialise, support and bond with each other which has had a positive impact on their physical and mental wellbeing. Walks have taken place in Shawsbridge, Antrim Castle Gardens, Moira Demesne, Belvior Forest, Lisburn Towpath and Helens Bay during this quarter. The programme supports the 'WHO Age Friendly Model' by aiming to reduce isolation and



loneliness in older adults.

Customer Feedback:

*"Thank you Gareth for another enjoyable walk. It has grown into a very social event. Always good company and plenty of laughs. Just what we all need. Of course the amazing weather is an added bonus."*

**Post Exercise Referral Scheme** - This reduced membership scheme has continued to remain popular. Graduates of the 12 week exercise referral programme find the membership good value for money and a further stepping stone towards the mainstream Vitality membership.

**Cardiac Rehab** - The Cardiac Rehab Phase IV exercise referral class offers 12 weeks of specialist exercise prescription for clients who suffer from heart attack, bypass, valve replacements, angina, stenting etc. This



Performance Improvement Project 1&2 Q4 outcomes	Feedback and Testimonials
<ul style="list-style-type: none"> <li>• 14 x community horticultural projects in the community</li> <li>• 15 x schools projects</li> <li>• A further project saw thousands of plants and compost handed out to 36 x community groups</li> <li>• 5 x poly- tunnels have been delivered and installed for community use and to encourage the community groups participation in Ulster in Bloom.</li> <li>• In period April 2021 to March 2022 CSAW delivered 37 projects to: Total number of participants 920 Breakdown of participants             <ul style="list-style-type: none"> <li>• Under 18 years - 325</li> <li>• 19-59 years - 337</li> <li>• 60+ years – 258</li> </ul> </li> </ul>	<p>class is one which is vital to the local community as it can include the many Vitality Members and their wider family circle.</p> <p><b>Vitality Feedback - The following general feedback was received on social media in relation to the Vitality membership package.</b>  <i>“Not gonna lie probably the best thing I've done!! What would usually cost me a fortune is now completely doable I'm a mom of 4 children and its benefitted them massively “</i>  <i>“It's an absolutely amazing package for the family 😊</i>  <i>We use ours so much, I'm always worried we will get banned for overuse.”</i>  <i>“Great leisure centre - ice skating rink is well taken care of, friendly staff, very sufficient at their jobs, relaxed atmosphere, good vibes and fun for the whole family. Recommended.”</i></p> <p><b>Parks &amp; Amenities</b>            A lot of great work has taken place up to the end of Q4 to improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which are developing their horticulture skills and helping them understand the benefits of healthy eating.</p> <p><b>Live Life Wellbeing Group – Horticulture project</b>  <i>‘We are so blessed to have been able to take part in the gardening programme. The tutors are stars. We love Wednesdays! Everything was tailored to suit us, we loved it.’</i></p>  <p><b>Hillsborough Walking Group</b>  <i>‘Love it’</i>  <i>‘Interactive with people the same age’</i>  <i>‘Good craic, good company, keeps us active’</i>  <i>‘Something to look forward to and get well updated about other programmes from C-SAW and get involved in more, as a result</i></p> <p><b>Good Food Tool Kit Comments</b>  <i>‘Good info on bone health’.</i>  <i>‘Loved learning how to grow from seed to plant’</i>  <i>‘Learnt about growing healthy organic food’.</i>  <i>‘Great info on fish and blending fruit’,</i>  <i>‘Learnt about the importance of vitamins in my diet’</i></p> 

Performance Improvement Project 1&2 Q4 outcomes

Feedback and Testimonials

Tree Planting with Hill street community group. Approx 15 Adults and children – February 2022



Rowandale Integrated Ps - Bat talk. 2 classes approx. 60 children



Feedback: *“It was a very enjoyable talk. The children were very engaged throughout the talk and they loved handling the bats and having a close up look. The children also loved being able to learn about different facts and also sharing their*

*knowledge on the animals.”*

Dundonald Ps - Maintaining Moat Park wildlife garden. Approx. 10 children



Hillsborough event - Giving out bird boxes made by the NI probation Board and making bird feeders. Open event 100 boxes kids decorated to take home and making bird feeders with children.

Rowandale Integrated Ps - Pupils and School secretary receive bird boxes made by NI Probation Board for the prize for the picture competition



Feedback email  
*Hi Tracey*

*I just wanted to say thank you for sending down the prizes – the girls were delighted! Also, thank you for my gift too – totally unexpected but it I have found the perfect spot for it here in our school garden!*

*Rowandale IPS*

# Performance Summary

All

(Type = 'Performance Improvement')

Wednesday 4th of May 2022



Red = Target missed or measure overdue  
 Amber = Measure due but not complete  
 Green = Target met or exceeded  
 Grey = Measure not yet due

Chief Executives Office	2 Green
Environmental Services	1 Green
Parks & Amenities	4 Green
Sports Services	1 Red, 2 Green
Arts, Culture and Community Services	2 Green

CHIEF EXECUTIVES OFFICE			DUE 1ST APR 22		
192 : Customer Care Customer Care - Complaints Handling Procedure. <b>Did we review the customer care complaints handling procedure?</b>			TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes				
ACTUAL	<b>Yes</b>				
<p><b>Notes:</b> This was completed in Quarter 1, a further review is planned when the NIPSO (NI Public Services Ombudsman) launch their Complaints Handling Guidance</p>					

CHIEF EXECUTIVES OFFICE			DUE 1ST APR 22		
192 : Customer Care Customer Care - Complaints Handling Procedure. <b>Did we implement the customer care complaints handling procedure?</b>			TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes				
ACTUAL	<b>Yes</b>				
<p><b>Notes:</b> The policy went live at the start of November with training rolled out via the online Learning Management System during December.</p>					

ENVIRONMENTAL SERVICES					DUE 1ST APR 22		
191 : Online services Number and type of services available online within the Environmental Services Directorate. <b>Number and type of services available online within the Environmental Services Directorate</b>					TARGET 2	ACTUAL 2	STATUS <b>Green</b>
TARGET	2	2	2	2			
ACTUAL	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>			
<p><b>Notes:</b> Building Control Service Unit customers with a valid Building Regulation application submitted to the Council can make online bookings for site inspections. The Cemeteries section within Environmental Health have made available the "Ever After" online service which connects to Cemetery Records and enables the public to search a loved one's name against cemetery records".</p>							

PARKS & AMENITIES			DUE 1ST APR 22		
187 : Horticultural Projects Number of horticultural projects delivered during 2021/22. <b>Number of horticultural projects delivered during 2021/22</b>			TARGET 10	ACTUAL 11	STATUS <b>Green</b>
TARGET	10				
ACTUAL	<b>11</b>				
<p><b>Notes:</b> The Biodiversity Officer led on 7 x community projects and 3 x schools projects - Old Warren PS, Dromara PS &amp; Tonagh PS. In addition 36 x community groups benefitted from the distribution of thousands of plants and compost (listed as one project)</p>					

PARKS & AMENITIES			DUE 1ST APR 22		
188 : Poly-tunnels Number of poly-tunnels purchased and delivered to community groups during 2021/22. <b>Number of poly-tunnels purchased and delivered to community groups during 2021/22</b>			TARGET 4	ACTUAL 5	STATUS <b>Green</b>
TARGET	4				
ACTUAL	5				
Notes: Maghaberry, Moira, Stoneyford, Derriaghy and Ballymacash					

PARKS & AMENITIES			DUE 1ST APR 22		
189 : CSAW programmes CSAW programme KPIs. <b>Number of CSAW programmes delivered during 2021/22</b>			TARGET 20	ACTUAL 28	STATUS <b>Green</b>
TARGET	20				
ACTUAL	28				
Notes: 26 x 'in person' programmes 2 x 'zoom' programmes					

PARKS & AMENITIES			DUE 1ST APR 22		
189 : CSAW programmes CSAW programme KPIs. <b>Number of CSAW programme participants during 2021/22</b>			TARGET 400	ACTUAL 607	STATUS <b>Green</b>
TARGET	400				
ACTUAL	607				
Notes: 607 in first 9 months (Apr - Dec) - report attached					

SPORTS SERVICES					DUE 1ST APR 22		
151 : Vitality membership Achieve the pre Covid-19 annual target of 4000 Vitality members per year. <b>Achieve the pre Covid-19 annual target of 4000 people taking out membership of our leisure facilities</b>					TARGET 1000	ACTUAL 1250	STATUS <b>Green</b>
TARGET	1000	1000	1000	1000			
ACTUAL	982	1164	346	1250			
Notes: Total members 11,910 with head members at 4421							

SPORTS SERVICES			DUE 1ST APR 22		
152 : Footfall of all Leisure facilities Achieve the pre Covid-19 numbers of people attending our leisure facilities. <b>Achieve the pre Covid-19 numbers of people attending our leisure facilities</b>			TARGET 425,000	ACTUAL 665,570	STATUS <b>Green</b>
TARGET	425,000	425,000			
ACTUAL	320,628	665,570			
Notes: DIIB 228,432 and LVLP 367,278. Our annual footfall figure was 986,198 and this means that we have exceeded our annual target by 136,198.					

**SPORTS SERVICES**

DUE 1ST APR 22

176 : Vitality Programme - Number and type of classes available online  
 Number and type of classes available online as part of the Vitality Programme. **Number and type of classes available online as part of the Vitality Programme (Cardio & Strength - 180, Conditioning 24)**

TARGET  
204

ACTUAL  
0 and all  
back live  
classes

STATUS  
**Red**

TARGET	204	204	204	204
ACTUAL	190	0	0	0 and all back live classes

**Notes:** With more restrictions easing and greater numbers allowed into classes the vitality programme delivered 1869 classes in Q4. Attendance in Q4 for all classes in centres was 25,394. The number of classes delivered far exceeded the target but customer demand necessitated the classes were delivered in person.

**ARTS, CULTURE AND COMMUNITY SERVICES**

DUE 1ST APR 22

190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2021/22. **Number of applications received**

TARGET  
60

ACTUAL  
62

STATUS  
**Green**

TARGET	60
ACTUAL	62

**Notes:**

**ARTS, CULTURE AND COMMUNITY SERVICES**

DUE 1ST APR 22

190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2021/22. **Number of awards made**

TARGET  
45

ACTUAL  
48

STATUS  
**Green**

TARGET	45
ACTUAL	48

**Notes:** £45,755.50 in total was awarded across the 3 DEAs.



## Governance & Audit Committee

9<sup>th</sup> June 2022

### Report from:

Performance Improvement Officer

### Item for Decision

**TITLE:** Consultation Report on the Draft Performance Improvement Objectives 2022/23

### Background and Key Issues:

1. The 2022 Consultation was an online consultation exercise which was carried out during April and May 2022. In addition to this two focus groups were held in Lisburn and in Castlereagh with 23 consultees participating across the two days.
2. Council made use of various social media platforms, as well as the Council's online survey tool known as 'Smart Survey'. Consultees included; residents, staff, community groups, local businesses, and representatives from the statutory and voluntary sector.
3. The Performance Improvement Objectives and Projects for 22/23 were made available in draft format on the Council's website and promoted through social media during April and May. Social Media analytics indicate that a reach of 7,023 users was achieved via Facebook and 1,885 impressions on Twitter.
4. At the close of the consultation a total of 74 responses were received from the online survey. This is a significant improvement on the consultation responses received in recent years, only 14 responses were received in 2021/22 and 50 responses were received from the online survey in 2019/20. No consultation was carried out in 2020/21 as the requirement for a Performance Improvement Plan that year was postponed by DfC as a result of COVID-19.
5. Attached under Appendix I is a copy of the consultation report on the Draft Performance Improvement Objectives for 2022/23.
6. This report is presented for consideration and scrutiny as appropriate.

### Recommendation:

It is recommended that Members agree this consultation report for publication.

**Finance and Resource Implications**

N/A

**Screening and Impact Assessment**

**1. Equality and Good Relations**

Has an equality and good relations screening been carried out on the proposal/project/policy?

**If no, please provide explanation/rationale**

N/A

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	<input type="text" value="Yes/No"/>	<b>Option 2</b> Screen out with mitigation	<input type="text" value="Yes/No"/>	<b>Option 3</b> Screen in for a full EQIA	<input type="text" value="Yes/No"/>
-----------------------------------------------------	-------------------------------------	--------------------------------------------------	-------------------------------------	-------------------------------------------------	-------------------------------------

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?	<input type="text" value="No"/>	Has a Rural Needs Impact Assessment (RNIA) template been completed?	<input type="text" value="No"/>
-------------------------------------------------	---------------------------------	---------------------------------------------------------------------------	---------------------------------

**If no, please given explanation/rationale for why it was not considered necessary:**

N/A

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix I is a copy of the consultation report on Draft Performance Improvement Objectives for 2022/23.

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

Yes/No

**If Yes, please insert date:**

# Consultation Report on Lisburn & Castlereagh City Council's Draft Improvement Objectives for 2022/23



## 1. INTRODUCTION

The 4 week Consultation on Lisburn & Castlereagh City Council's **Draft Improvement Objectives** for 2022/23 closed on the **2<sup>nd</sup> May 2022**.

The Improvement Objectives and associated projects consulted upon were:

Performance Improvement Objective	What will we do in 2022/23?
<b>We will continue to improve our citizen engagement methods and ensure accessible processes for contacting the Council</b>	We will improve the digital information available through the Council's website relating to Entertainment Licensing and Events Management so as to provide accessible guidance for customers.
	We will gather customer and user data through surveys/focus groups to assess the quality and accessibility of the online services provided by the Environmental Service's Directorate during 2021/22 and consider opportunities for an improved customer experience.
	We will enable our citizens to influence decision making through community conversations in Anahilt and Drumbo
	We will launch a Digital Grant Aid system to make the grant aid process more accessible for our customers
	We will continue to deliver a Participatory Budgeting Initiative across 3 DEA's to allow local people to have a say in the projects that receive funding in their communities
We will continue to deliver Council led activities that seek to maintain and improve the physical and mental wellbeing of our citizens.	We will investigate the impact of the Vitality Household Membership to determine if it has made a positive impact on member's physical and mental wellbeing
	We will improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical activity programmes and understanding the benefits of healthy eating.

## 2. CONSULTATION METHODS

The 2022 Consultation was an online consultation exercise which was carried out during April and May 2022. In addition to this two focus groups were held in Lisburn and in Castlereagh with 23 consultees participating across the two days.

The Council made use of social media, as well as the Council's online survey tool 'Smart Survey'.

In addition the Council website provides contact details encouraging individuals or organisations to submit views at any time during the year.

The consultees included; residents, staff, community groups, local businesses, and representatives from the statutory and voluntary sector.

The Performance Improvement Objectives and Projects for 22/23 were made available in draft format on the Council's website and promoted through social media during April and May. Social Media analytics indicate that a reach of 7,023 users was achieved via Facebook and 1,885 impressions on Twitter.

At the close of the consultation a total of **74 responses** were received from the online survey.

## 3. CONSULTATION FINDINGS

See overleaf for an analysis of the online survey

## Performance Improvement Objectives 2022/23

1. What is your main interest in responding to this consultation?				
Answer Choices			Response Percent	Response Total
1	Citizen / Ratepayer		24.32%	18
2	Local Business		1.35%	1
3	Community Group		20.27%	15
4	Statutory Sector		2.70%	2
5	Voluntary Sector		8.11%	6
6	Council employee		52.70%	39
			answered	74
			skipped	0

### Improvement Objective 1

**We will continue to improve our citizen engagement methods and ensure accessible processes for contacting the Council.**

*The Improvement Projects below will detail how we are going to deliver this Improvement Objective.*

### Improvement Project 1

We will launch a Digital Grant Aid system to make the grant aid process more accessible for our customers.

2. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		75.68%	56
2	No		6.76%	5
3	Don't Know		17.57%	13
			answered	74
			skipped	0

Summary of comments on Improvement Objective 1 & Improvement Project 1	Council Response
<p>Some people don't have access to a computer or don't know how to use one.</p> <p>Makes much more sense in today's digital age and can hopefully simplify the process for all.</p>	<p>We want to challenge ourselves differently and look at our Customer more broadly by improving our citizen engagement methods and ensure accessible processes for contacting the Council. This is even more important and relevant now in the virtual world we have been pushed into as a</p>

Summary of comments on Improvement Objective 1 & Improvement Project 1	Council Response
<p>Make sure that support is available for all to use. Also look at costs/access for people.</p> <p>It is common knowledge that the complexity of grant applications across all sectors is of itself a process of elimination because of the skills deficit within community groups and the lack of 'hands on' support from funders and this often means that the neediest, grass roots citizens miss out.</p> <p>Workshops have been successful, support and digital support will add to this but the reality is there is a need for hybrid support packages that includes face to face contact and gives bespoke support to those groups in need.</p> <p>The system must be able to:</p> <ul style="list-style-type: none"> <li>Save document - go backSee status of application See previous applications Able to download applications</li> </ul> <p>More assistance required from LCCC - support workers, workshops helpful</p>	<p>result of the global pandemic. We want to be a <b>digital first not a digital only</b> Council.</p> <p>The digital grant aid system will continue to be supplemented with a 'paper version' application process for those applicants who wish to avail of this process. Digital technology will be used as another tool to enable customers to access Council services.</p> <p>The digital grant aid system will be an 'end to end' system where applicants can upload all evidence once and only resubmit documents if date of validity expires, and they can access this evidence again for future applications. The system will enable users to see when the application process opens, closes, progress of application and the announcement of awards.</p> <p>There will be a 'save' function as there is with the current LCCC system to allow applicants to complete the process at their convenience.</p> <p>The Communities team are aware of the variation in skills and availability of technology within the Community sector, they will provide training and any necessary support to those using the new digital grant aid system.</p>

Improvement Project 2

We will continue to deliver a Participatory Budgeting Initiative across 3 DEA's to allow local people to have a say in the projects that receive funding in their communities.

3. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		85.14%	63
2	No		2.70%	2
3	Don't Know		12.16%	9
			answered	74
			skipped	0

Summary of comments on Improvement Objective 1 & Improvement Project 2	Council Response
<p>Participatory Budgeting is a very useful engagement tool. It would be a step forward to have real PB rather than the grants award type of PB we currently do.</p> <p>I believe it is important for the local people to be able to choose who receives the funding in their communities as they will be the ones who may benefit from their use.</p> <p>Yes, so long as there are plans for further roll-out across the district and the learning from the first phase is reflected in this year's initiative. Participatory budgeting is a good idea in principle but council must be mindful that funding cannot only be awarded on the basis of popularity. Proposals need to be screened for equality and good relations implications and appropriate action taken if issues identified.</p> <p>Excellent opportunity - should be a bigger award prize than £1000</p> <p>Needs brought to the attention of residents in more ways as the current level of awareness is minuscule in comparison to population.</p> <p>Local people should have a choice on what happens and what is funded in their communities. Workshops and good communication are vital in the process and as well as co-production we need to see co-design processes.</p> <p>LCCC very successful with their Participatory Budgeting. Very successful in other DEAs in 2021. Good project.</p>	<p>As we continue to deliver positive outcomes and improve the quality of life for all our communities we will deliver a Participatory Budgeting Initiative across 3 DEA's (District Electoral Areas) to allow local people to have a say in the projects that receive funding in their communities. This has proven successful in 2021/22 and the Council would like to continue this initiative in another 3 DEA's (District Electoral Areas).</p> <p>It is the Council's ambition that over the next few years all 7 DEA's (District Electoral Areas) will benefit from a Participatory Budgeting Initiative.</p> <p>The Communities team will provide support to those benefiting from the Participatory Budgeting Initiative. The team will work with the community groups to ensure that the funding is spent within the appropriate time limits and assist with any necessary programmes for change.</p> <p>Promotion of the Participatory Budgeting Initiative will take place across the relevant DEA's (District Electoral Areas).</p>

**Improvement Project 3**

We will enable our citizens to influence decision making through community conversations in Anahilt and Drumbo.

4. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		63.51%	47
2	No		4.05%	3
3	Don't Know		32.43%	24
			answered	74
			skipped	0

Summary of comments on Improvement Objective 1 & Improvement Project 3	Council Response
<p>I assume this is a pilot project in 2 defined areas which will be 'rolled out' to other areas?</p> <p>If these are additional areas then yes, but if these are the only areas then no. Needs done in more places.</p> <p>The Council has to listen to local communities in order to understand their needs. These community conversations are a useful way to achieve this.</p> <p>Yes, so long as there is opportunity for all groups to participate in the process.</p> <p>Community involvement in community decisions can only be a good thing.</p> <p>Lovely idea, it is new, so sounds good and hopefully it goes well.</p> <p>Anahilt and Drumbo good start, feedback will hopefully enable progress and spread to wider area of Council.</p> <p>Yes people should be involved in decisions that affect them and should be able to be involved from the start with co-design.</p> <p>Great initiative which would be good to see replicated across LCCC.</p> <p>Good to involve community in planning – intergenerational.</p>	<p>We have commenced a community conversation in Anahilt which will be finalised in June 2022. We will then progress to Drumbo. Using the 'Place Game' initiative we want to involve the local community in identifying areas of improvement for their village which can be built into a village plan and the various agencies held responsible for delivery against their section of the plan.</p> <p>It is the Council's ambition that over the next few years all 7 DEA's (District Electoral Areas) will benefit from Community Conversations.</p>

Improvement Project 4

We will gather customer and user data through surveys/focus groups to assess the quality and accessibility of the online services provided by the Environmental Service's Directorate during 2021/22 and consider opportunities for an improved customer experience.

5. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		89.04%	65
2	No		2.74%	2
3	Don't Know		8.22%	6
			answered	73
			skipped	1

Summary of comments on Improvement Objective 1 & Improvement Project 4	Council Response
<p>Yes, the idea is great as long as the focus groups are representative of the population and everyone is listened to.</p> <p>Need to distinguish between accessibility for customers/service users generally and accessibility for those with disabilities. Would like to see this reflected in any review report. Need to be mindful that the surveys and focus group findings may not be fully representative. If gaps are identified, there may need to be more fact finding.</p> <p>Whilst some services are online - we need to gauge customer ongoing needs and received feedback</p> <p>You need to communicate the results more and not use the usual people for these focus groups and consultation.</p> <p>Very much welcome the progression with online services for customers. LCCC does seem to be progressive when it comes to helping the customer and recognising services are not offered on a sole 9-5 basis. Well done.</p> <p>Digital first - but also make sure to phone citizen with queries not just decline applications</p> <p>Aware from friends who have input for private property improvements and extensions that this is an ideal resource.</p> <p>Yes, services can always be improved and as long as people's data is protected then it is a positive step.</p> <p>Should be an evaluation tool at the end of using the online service.</p> <p>Needs to be easier to complete forms.</p>	<p>During 2021/22 the ES Directorate set itself a target to improve its services by offering an additional 8 services online. The aim of this was to make these services available 24/7 which would in turn make it easier for customers to engage with the Council.</p> <p>8 Services were delivered online, these were:</p> <ol style="list-style-type: none"> <li>1. Provision for customers to make online Building Notice Applications.</li> <li>2. Provision for customers to make online Regularisation Applications.</li> <li>3. Provision for Conveyancing Solicitors to make online local council Property Certificate Applications online.</li> <li>4. Provision of the ability to book an online Building Control inspection request for a live application.</li> <li>5. Review of waste section of the Council Website with the view to the development of a waste information hub accessible online to customers.</li> <li>6. Provision of portal to enable funeral directors to book burial slots online.</li> <li>7. Development of Plotbox to enable a link to "Ever After" website which will provide online access to LCCC burial information.</li> <li>8. Provision of an App which will facilitate Noise complaints to be notified online.</li> </ol> <p>During 2022/23 the ES Directorate aims to continue to improve its online offering by initially looking at how many customers have used the online services and then identify how we can engage with the users of these services to gain feedback on their experiences. How this engagement will take place has still to be agreed but may take the form of Focus Groups; online surveys etc, this will then allow for these services to be evaluated and any further improvements identified.</p> <p>Measuring customer satisfaction with online services is even more important and relevant now in the virtual world we have been pushed into as a result of the global pandemic. We want to be a <b>digital first not a digital only</b> Council.</p>

**Improvement Project 5**

We will improve the digital information available through the Council’s website relating to Entertainment Licensing and Events Management so as to provide accessible guidance for customers.

6. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		84.93%	62
2	No		1.37%	1
3	Don't Know		13.70%	10
			answered	73
			skipped	1

Summary of comments on Improvement Objective 1 & Improvement Project 5	Council Response
<p>Yes a good idea but will there be a special line people can ring with queries when completing forms. Giving people timescale from applications to process completed, might be idea to receive regular updates as well.</p> <p>I think it's important to have as much useful info as possible on-line so that citizens can access it at their convenience. Important that info detailed is current and correct.</p> <p>Yes, this is a clear improvement.</p> <p>To make sure the Council is efficient it must have good information available digitally. However, it must also cater for those who have no digital access and support them, to avoid creating inequalities.</p> <p>Easier access to guidance and information will always be beneficial.</p> <p>Improvements to digital information always a good thing. Not sure who the end users are for these services - businesses/event organisers or the public. If providing information for the public, even more important that it is fully accessible for a range of disabilities. Recommend targeted consultation with user groups to inform.</p> <p>Yes, again making the processes and paper work easier to navigate will be progress and will encourage people to work with the Council.</p> <p>As long as the web interface is easy to navigate.</p> <p>An app for android/ios would be good.</p>	<p>The Environmental Services Directorate aims to improve the guidance it provides in relation to Entertainment Licensing and safety in relation to Event Management. Accessibility on the Council’s website will also be reviewed to ensure this guidance can easily be sourced by customers.</p> <p>We want to challenge ourselves differently and look at our Customer more broadly by improving our citizen engagement methods and ensure accessible processes for contacting the Council. This is even more important and relevant now in the virtual world we have been pushed into as a result of the global pandemic. We want to be a <b>digital first not a digital only</b> Council.</p> <p>The digital information relating to Entertainment Licensing and Events Management will continue to be supplemented with an in person and ‘paper version’ for those customers who prefer.</p> <p>Digital technology will be used as another tool to provide customers with information.</p>

**Improvement Objective 2**

**We will continue to deliver Council led activities that seek to maintain and improve the physical and mental wellbeing of our citizens.**

*The Improvement Projects below will detail how we are going to deliver this Improvement Objective.*

**Improvement Project 1**

We will investigate the impact of the Vitality Household Membership to determine if it has made a positive impact on member’s physical and mental wellbeing.

7. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		81.08%	60
2	No		6.76%	5
3	Don't Know		12.16%	9
			answered	74
			skipped	0

Summary of comments on Improvement Objective 2 & Improvement Project 1	Council Response
<p>I am familiar with this and I know it has been very popular with families to the extent that it has made booking swimming etc hard for individuals.</p> <p>Yes, understanding the impact of this is important.</p> <p>Family mental health is very important especially following a traumatic incident, Vitality is something that they could possibly do together as a family. Something to help build a unity, enjoy and possibly look further into after.</p> <p>It is always important to monitor the impact of our projects, to show where we have improved wellbeing, and to show where we need to do better.</p> <p>No-one could object to this objective and I fully support ongoing review of the Vitality scheme for effectiveness and appropriate provision to meet needs. However, Council must also focus on those who do not hold membership and ensure alternatives are available or that more people are enabled to access membership. Would like to see analysis of membership by S75 category - who is being served and also who is not being served.</p>	<p>Vitality Research - The Vitality Household Membership has been incredibly successful from a numbers perspective, both in terms of the income it generates and the numbers of members. LCCC wants to ascertain what impact it has had on families/ individuals and their physical and mental wellbeing.</p> <p>This will include to what extent, if any, they are more active, have they engaged in new activities and how they have found the interaction with other likeminded individuals especially in relation to overall mental health. LCCC is also keen to know how the membership can be further improved to meet member’s expectations including value for money.</p> <p>The research will be carried out independently and will include but not limited to an overall member survey plus a number of focus groups. The results will help shape the membership over the coming years.</p>

<p><b>Summary of comments on Improvement Objective 2 &amp; Improvement Project 1</b></p>	<p><b>Council Response</b></p>
<p>The cost is exclusionary even the concession rate is too high for household budgets dealing with huge costs of living increases.</p> <p>Not being promoted enough, should use direct mailing.</p> <p>Again teenagers are often overlooked not all parents can afford vitality and the Grove is now being handed over to canal boxing.</p> <p>Vitality membership is very limited. I have elderly parents, who would enjoy swimming, very much like a lot of residents in Dundonald. Do they have access to anything local? No they do not.</p> <p>Members that I know of have benefitted in a positive way. Needs promoted more.</p> <p>Great idea, Would be great to know the effect.</p> <p>Bus stop outside the leisure centre to make it accessible for those who do not drive.</p> <p>Couples membership - not just family. Discounts for families on benefits - over 65s. Discounts for trainers or swim stuff for low income families.</p> <p>Brilliant service</p> <p>The discounted scheme for those less fortunate is excellent. The online activity support well received.</p> <p>Critical evaluation is important to improve resources and look at costs and how to maximise usage from local residents</p> <p>This project is largely investigative - it could be compared with existing provision for physical and mental health and wellbeing.</p> <p>Can the Vitality Membership be advertised and promoted at schools – can a link be provided through websites</p>	<p>The Vitality programme offers a household and individual membership and there is a concession rate available for those who are economically disadvantaged and are in receipt of benefits. This applies to both the household and individual membership. We endeavour to be, as far as practical, fully inclusive in the provision of access to our facilities and accommodate users of all abilities.</p> <p>In terms of advertising and promoting our services we do this through a wide range of mediums including; social media, websites, local press as well as television and radio campaigns.</p> <p>Vitality offers a wide range of classes for all the family and is suitable for all ages.</p> <p>This will be considered and shared with Leisure and Community Wellbeing colleagues.</p> <p>We do promote the membership programme via schools but overall the control is in the hands of the school. Whether they add the Vitality details to their school website is entirely up to the school, we cannot influence that.</p>

**Improvement Project 2**

We will improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical activity programmes and understanding the benefits of healthy eating.

8. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		82.19%	60
2	No		5.48%	4
3	Don't Know		12.33%	9
			answered	73
			skipped	1

Summary of comments on Improvement Objective 2 & Improvement Project 2	Council Response
<p>These programmes should be delivered to all areas of L&amp;CCC.</p> <p>Supporting people to improve their mental health is an important role for the Council. The project mentioned above will help to create resilient communities and improve mental health through staying active, volunteering and meeting people.</p> <p>Fully support this objective. Again, would like to ensure that programmes are available to all S75 groups and that there is ongoing review of who participates and benefits and who doesn't, with appropriate targeting as necessary.</p> <p>So long as this is not an ageist scheme and includes children, working age adults and retired persons and run at times conducive to school and work.</p> <p>Be careful not to destroy social enterprise initiatives and provision by other local [providers in you attempt to do this.</p> <p>The council has a duty to be proactive in addressing the causes and consequences of negative impacts on the mental health and wellbeing of our citizens.</p>	<p>We know that Vitality is not the only way that as a Council we can contribute to improving the Health and Wellbeing of our Citizens and staff, there are many other ways such as; the delivery of a number of programmes to develop citizen's horticultural skills and understand the benefits of healthy eating, providing access to our parks and open spaces, provision of our Arts and Cultural Services as well as the many classes and courses available in our various Community Centres. Therefore we will encourage greater use of the council services and facilities by our citizens and staff. Through the CSAW programme, the Biodiversity Officer and Tree Nursery Community Engagement Officer the Council will deliver a number of horticultural workshops both at the premises of schools / community groups and also at Bells Lane Allotments. Cook-it programmes are also delivered to take the next step from garden spade to plate.</p> <p>The Council also offer a range of FREE physical activity programmes for all ages and abilities including Walking Groups, Men's Walking Rugby, Over 50's Pilates, Disability Tenpin Bowling League, Yoga, Baby Massage Classes.</p>

Summary of comments on Improvement Objective 2 & Improvement Project 2	Council Response
<p>1. LMP Academy Programmes are a great step in addressing poverty and quality of life for citizens</p> <p>2. The council needs to address the lack of mental health services and lobby for drug and alcohol additions to be treated as a mental health condition and not treated as separate issues.</p> <p>3. The council needs to be proactive in the provision and/or lobbying for economic support for those battling with the heat or eat predicament relating to high rise in the cost of living and utility bills.</p> <p>Tai Chi classes should be made available as it appeals to people of all ages and can be done indoors and outdoors in parks. More cookery demonstrations in partnership with SERC Cookery school or local restaurants with a library of videos available online as a drop down option on the council website. Receipts for families/healthy eating should be available through the council website. SERC Cookery trailer could be at events in LCCC as they do this in other council areas.</p> <p>Not just to solely focus on men but possibly further men's sheds within communities and possibly community gardens to encourage planting, growing healthy foods. ie men sheds building planter boxes, benches for the community gardens.</p> <p>What's being done for seniors in Castlereagh/four winds area?</p> <p>Needs to reach a wider audience</p> <p>I believe these projects to be of vital benefit for those with these conditions. Especially in relation to Horticulture.</p> <p>Lovely</p> <p>Cooking classes - free or low cost</p> <p>Consider activities that people with disabilities can do</p> <p>Coffee or lunches after classes - make friends</p> <p>Super idea - Could these events be advertised more?</p> <p>Where are they happening?</p> <p>Could be extended to include cooking healthy meals - including on a budget, using seasonal foods and 'one pot' meals</p>	<p>This will be considered and shared with Leisure &amp; Community Wellbeing colleagues</p> <p><b><u>Upcoming CSAW Events</u></b></p> <p>Over 50s Ten Pin Bowling Club - Tuesday mornings 11am – Dundonald International Ice Bowl</p> <p>Over 50s Pilates - Mondays 11.45am – Lough Moss Leisure Centre</p> <p>Online Yoga - Monday 9th May at 10am – 6 week course. Wednesday 11th May at 6pm – 6 week course</p> <p>First Aid Training Dates (provisionally booked) - Wednesday 14th &amp; 21st September - 6.30pm – 9.30pm (two night course) Adult First Aid, Lisburn</p> <p>Tuesday 11th &amp; 18th October - 6.30pm – 9.30pm (two night course) Paediatric First Aid, Lisburn</p> <p>Saturday 12th November – 9.30am – 4.30pm Adult First Aid, Lough Moss Leisure Centre Carryduff.</p> <p>Thursday 12th &amp; 19th January 2023 - 6.30pm – 9.30pm (two night course) Paediatric First Aid, Ballyoran Community Centre, Dundonald.</p> <p>Saturday 4th February 2023 9.30am – 4.30pm - Adult First Aid, Lisburn</p> <p>Monday 6th &amp; 13th March 2023 – 6.30pm – 9.30pm (two night course) Paediatric First Aid, Lough Moss Leisure Centre Carryduff.</p> <p><b>For more information or to book onto the course contact:</b>  <a href="mailto:csaw@lisburncastlereagh.gov.uk">csaw@lisburncastlereagh.gov.uk</a></p>

<p><b>Summary of comments on Improvement Objective 2 &amp; Improvement Project 2</b></p>	<p><b>Council Response</b></p>
<p>Hopefully all communities will take heed and use productively.</p> <p>Horticultural Scheme is excellent, Sports activity appears to involve all ages.</p> <p>Mental Health especially at present is very important</p> <p>As a forum we have a paper on 10 positive steps to Mental Health for groups and contact numbers where help can be found</p> <p>These are all important and possibly looking at cookery classes to help people eat more nutrient rich food. But much more of a reason, Mental Health, emotional wellbeing and suicide prevention for local communities</p> <p>Each of these is a huge remit when you breakdown physical, mental and emotional</p> <p>Think about online viewings/info for those who cannot attend in person</p> <p>Easier access to Health Centre classes</p> <p>More info needs to be available so people can avail of these programmes</p> <p>How does the public find out about what is available?</p> <p>Needs to be more easily identified when on screen</p>	<p>Please note Online yoga is free. The other physical activity sessions are £2 per session. The first aid is £10 per person for a 6 hour course.</p> <p><b><u>Upcoming Biodiversity Events</u></b></p> <p>Friday 19th August a Tree ID Walk at Glenmore, starting at 2pm</p> <p>Friday 2nd September at 7.30pm Bat talk and walk at Lagan navigation Trust building, Lisburn</p> <p>3 other dates in September for bats talks and walks in Moira Demesne, Moat Park and possibly Glenmore are to be confirmed.</p> <p><b>For more information or to book onto the course contact:</b></p> <p><b>Tracey Connolly - Biodiversity Officer</b></p> <p><b>Tel: Office Telephone Number 02892447560</b></p> <p><b>Mobile Number:07780225113</b></p>

Summary of comments from question 9 & 10 by service area	Council Response
<p><b><u>CITY CENTRE</u></b>                      Lisburn Town Centre more shops and more hospitality</p> <p>More open air concerts &amp; outdoor events aimed at the young adults to give them more involvement as a community</p> <p>Night time economy. Culture as an economic driver.</p>	<p>These comments will be considered and shared with Economic Development colleagues.</p>
<p><b><u>ARTS SERVICE</u></b>                      Expansion of Lagan Valley Arts Programmes as the demand is higher than supply but coming out of Covid lockdown etc they are a lifeline to citizens..... Especially the pottery!</p> <p>I would like to know how you are thinking of improving access to Arts and Cultural activities. LCCC is the only council not to have reopened its arts facility since the pandemic.</p> <p>I think it has been proven during Covid that heritage and the arts have a role to play in wellbeing and social inclusion yet these areas are not reflected in the plan</p>	<p>These comments will be considered and shared with Arts and Community Services colleagues.</p>
<p><b><u>WEBSITE &amp; DIGITAL</u></b>                      The website - sometimes it is difficult to find the information wanted. Can be hard to find email addresses of people to contact.</p> <p>The huge overarching aim should be to increase public awareness and ease of involvement. I suggest a monthly emailed newsletter highlighting major upcoming things in that City.</p> <p>Engaging with public in Council area - Good. Ensuring a good communication plan.</p>	<p>These comments will be considered and shared with colleagues the Communications and Portfolio Teams.</p>
<p><b><u>PARKS &amp; AMENITIES</u></b>                      Additional play parks needed.                      Review of playparks for children to determine to what extent children with disabilities needs are met.                      More community involvement in environmental schemes like planting and re-wilding public areas. More incentives for the community to get involved in looking after our natural environments.</p> <p>Improve access to public toilets in car park adjacent to 'The Fold' Hillsborough. Also, Hillsborough Forest toilet access and appropriate directional signage</p> <p>Noted that the toilets are shut at teatime for Hillsborough Forest in the car park – can this be extended?</p>	<p>This will be considered and shared with Leisure &amp; Community Wellbeing colleagues</p>

<p><b><u>SPORTS SERVICES</u></b>                  More advertising &amp; promotion of activities in Sports facilities.</p> <p>I would like to see them consider a local swimming pool which should have been included in the new Dundonald Ice Bowl plans because basically all that money is being spent on exactly the same services that is offered at the moment. Dundonald is coming down with gym facilities in the area. Our schools have to go into another council borough to learn to swim, which is a disgrace. Avoniel used to offer water aerobics and it was always very busy. We need a local swimming pool for the kids and the elderly. Not everyone wants to attend a gym, so the facilities available are definitely not inclusive for the people of Dundonald.</p> <p>The cost of the Vitality membership should be urgently reviewed as rate payers being almost extorted to use facilities that are already subsidised by what we pay in rates.</p> <p>More spaces in the evening for lane swimming.</p> <p>More access to free activities for those on low income/in poverty and more provision for teenagers.</p> <p>Aerobic classes at Lough Moss are too cramped and packed for such a small room – too close proximity with other users. Hopefully this has changed post covid</p> <p>Online bookings should remain</p> <p>Leisure facilities – surveys should be available at the tills/reception</p> <p>No transport link from Ballybeen to DIIB</p>	<p>This will be considered and shared with Leisure &amp; Community Wellbeing colleagues.</p>
<p><b><u>COMMUNITIES</u></b>                  Access to youth support workers and an easier way to find what we are looking for in the maze of Council departments</p> <p>Access to our local support worker necessary. G. Woods was excellent and hope her replacement Gareth will be the same</p> <p>Be more inclusive with the communities</p> <p>I would like to see more advertising of group activities within the area I live, Dundonald. There is currently not enough advertising</p> <p>Ensure residents involved from beginning - co-design followed by co-production</p> <p>More Community events in places not just based in Lisburn centre - rural areas needed badly</p> <p>All staff trained in Mental Health and suicide prevention. Easier access to Council services for those in Castlereagh/Dundonald areas.</p> <p>Prioritising and supporting the further development of intergenerational activity that connects older people and younger people through meetings, age friendly schools initiatives, training and funding opportunities. Increase capacity and raise awareness of intergenerational practice. Social connection between all ages - vital to tackle loneliness and isolation. Intergenerational activities to support and empower local communities</p> <p>Meeting places for Castlereagh groups.                  A proactive and relevant area partnership in the third sector supported by LCCC and other agencies would be of value to assist in delivery of local based services.</p> <p>More info on upcoming projects and events, more telephone contacts to groups.</p> <p>Please make reference to helping people post covid financially as well.</p> <p>Keep offering opportunities for local constituted groups.</p>	<p>This will be considered and shared with Communities colleagues.</p>

<p><b>ENVIRONMENTAL SERVICES</b>                  Higher enforcement of dog fouling and fly posting. The city is an absolute disgrace with the litter attached to lamp posts and dog waste in green spaces and public footpaths.</p> <p>Concerned about the level of littering along the tow-path/ canal and on rural roads</p> <p>Be more focused on the future and necessary improvements of the LCCC area regarding recycling, reducing waste, green energy for the LCCC fleet, energy efficiency of LCCC property, preserving wildlife habitats etc. The council need to lead by example and consider the longer term implications of its actions and not just short term political office periods.</p> <p>More public litter pick initiatives ... maybe adopt a road scheme</p> <p>More access -, more dog waste bins, toilets in Lisburn centre</p> <p>More access for Ballybeen residents to recycling centres</p> <p>Drumlough recycling plant is top notch, staff are very efficient, helpful and have a good way with the public</p> <p>It would be beneficial if council collected glass</p> <p>Positive feedback was also given for requesting bins online</p> <p>Air Pollution – can this be added to the app that facilitates noise complaints?</p> <p>No access for the residents of Ballybean to recycling services – this has caused an increase in illegal dumping and fly tipping. Nearest amenity site is Carryduff</p> <p>Dog Waste – positive feedback received on the bin instalment at Anahilt</p>	<p>Issues relating to enforcement and street cleaning will be raised with Environmental Services colleagues.</p>
<p><b>EQUALITY – SECTION 75</b>                  In strategic/corporate plans like the Performance Improvement Plan, would like to see explicit reference to Section 75 commitments, DDA commitments and to rural needs obligations. Where possible, good to also see cross references to equality related plans.</p>	<p>This will be considered and shared with senior management.</p>
<p><b>HR&amp;OD</b>                  Specific employee matter</p>	<p>This will be considered and shared with HR&amp;OD colleagues and senior management.</p>
<p><b>GENERAL</b>                  More cross departmental working.</p> <p>Lots of excellent initiatives already underway. Would like to see ongoing visible review and reporting of initiatives and evidence that feedback and learning is reflected in future programmes. Learning in specific service areas should be shared widely across other functions/services.</p> <p>It is great to see LCCC focusing on performance improvement objectives and endeavouring to be flexible in its approach.</p> <p>Keep developing more flexible services.</p> <p>Consider Castlereagh residents!</p> <p>More telephone contact accessible</p> <p>Very poor/no accessibility (public transport) to Council buildings and services for the residents of Dundonald – must travel to Belfast for further onward travel to Lisburn to visit the Council office</p>	<p>This will be considered and shared with all Heads of Service and senior management</p>

<p><b><u>NON COUNCIL RESPONSIBILITY</u></b></p> <p>Resurfacing of roads - pot holes especially in country roads, dangerous and a big problem.</p> <p>Bus Transport infrastructure                  More access - trains and buses to run later and more frequently, oyster card style for buses.</p> <p>I'd like to see some fishing experiences for groups and people. We're located along the Lagan towpath, have the broadwater etc</p>	<p><b>These matters do not pertain to Council but will be shared with the relevant responsible organisation, as follows:</b>                  Department of Infrastructure, Transport NI &amp; Lagan Valley Regional Park</p>
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## Governance & Audit Committee

9<sup>th</sup> June 2022

### Report from:

Performance Improvement Officer

### Item for Noting

**TITLE:** PERFORMANCE IMPROVEMENT PLAN 2022/23

### Background and Key Issues:

1. Council must produce an annual Performance Improvement Plan in order to meet the requirements of the Local Government Act (NI) 2014.
2. Attached under **Appendix I** is a copy of the Performance Improvement Plan for 2022/23 (full version) which is the detail required by the NI Audit Office and under **Appendix II** is a copy of the Performance Improvement Plan for 2022/23 in summary version which will be used as the public document.
3. Public consultation on this plan was carried out during April and May 2022. Comments and suggested amendments from consultees have been incorporated, where appropriate, in the final version of this plan. To meet the requirements of the legislation, the plan must be published by 30<sup>th</sup> June 2022.

### Recommendation:

It is recommended that Members approve the attached Performance Improvement Plan for 2022/23.

### Finance and Resource Implications:

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? Yes

**If no, please provide explanation/rationale**

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	Yes	<b>Option 2</b> Screen out with mitigation	No	<b>Option 3</b> Screen in for a full EQIA	No
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**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

**Insert link to completed Equality and Good Relations report:**

**Appendix III - Equality Screening Document**

### 2. Rural Needs Impact Assessment:

Has consideration been given to Rural Needs?	No	Has a Rural Needs Impact Assessment (RNIA) template been completed?	No	
----------------------------------------------	----	---------------------------------------------------------------------	----	--

**If no, please give explanation/rationale for why it was not considered necessary:**

N/A

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

- Appendix I** - Performance Improvement Plan for 2022/23
- Appendix II** - Summary Performance Improvement Plan for 2022/23
- Appendix III** - Equality Screening Document

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

If Yes, please insert date:

# **DRAFT** **PERFORMANCE** **IMPROVEMENT** **PLAN 2022/23**



**DRAFT**  
**PERFORMANCE  
IMPROVEMENT  
PLAN 2022/23**

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# Foreword from the Chief Executive



Mr David Burns  
Chief Executive

I am delighted to introduce the Council's Performance Improvement Plan for 2022/23.

This Council is committed to ensuring that Lisburn & Castlereagh City Council continues to recover from the COVID-19 pandemic, and continues to develop and grow to be a place where people choose to invest, work, visit, and live in.

The Council's response to the pandemic was prompt and effective. We ensured that essential services continued to be delivered to a high standard including waste collection, street cleansing and burial services.

The past two years have been particularly challenging for our communities and I am extremely proud of how our staff and communities have shown and continue to show

resilience, flexibility and commitment to our citizens and council area.

This plan is not intended to describe all day to day work which is undertaken across the full range of Council Services. It focuses on continuous improvement, those issues that matter most to people and the priorities that are set out in the Community Plan and our Interim Corporate Plan. There are two areas that we will be focussing on in the year ahead, building on the progress that we made in recent years.

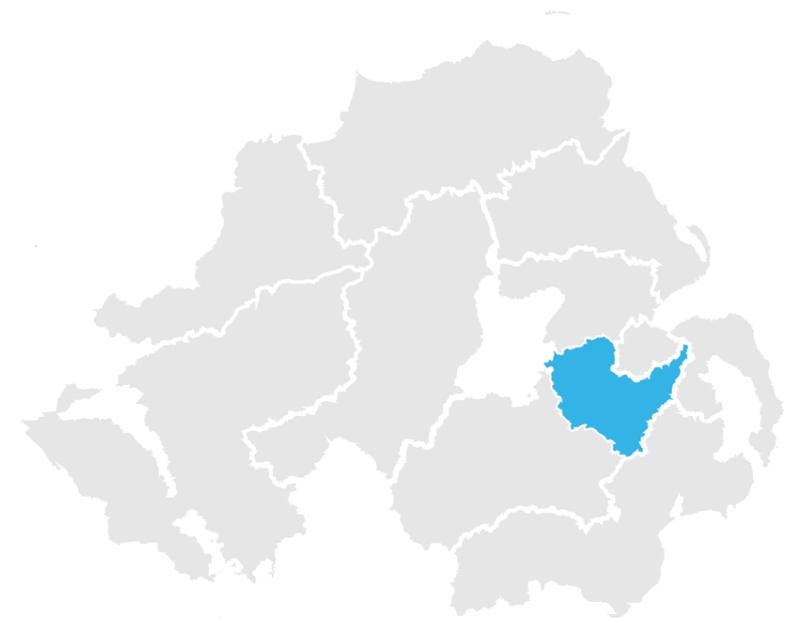
In the next twelve months, citizens will see a continued focus on community engagement with achievable benefits. This is **YOUR** Council and we will continue to engage with you, for you. We will also continue to deliver activities that seek to maintain and improve the physical

and mental wellbeing of all our citizens. We will continue with our Community Investment Plans and our ambitious Capital Programme, all within the budgets prioritised for best outcomes.

This will undoubtedly be another year of recovery from the COVID-19 pandemic, however we want to give assurance to our residents, businesses, and all of our stakeholders that we are focused on delivering excellent services.

We remain confident that the performance improvement objectives that we have chosen this year will continue to deliver positive outcomes and improve the quality of life for all our communities.

# 1. Our Council Area



**Total Spend by All Visitors**  
**£30.5 million**  
 (2018)

**Population** **144,381**  
 (2018)

**Age Profile**

<b>0-15</b>	20%
<b>16-64</b>	63%
<b>65+</b>	17%

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20,440	Castlereagh East
23,820	Castlereagh South
16,600	Downshire East
16,930	Downshire West
21,040	Killultagh
22,800	Lisburn North
23,440	Lisburn South

Population Estimates for DEAs are estimated using a proportionate method which allocates Small Area population estimates to DEAs on the basis of information extracted from the 2011 Census.

**Projected Population** **165,251**  
 (2038)

**Life Expectancy**

male	<b>79.8</b>
female	<b>83.4</b>

(2015-2017)

**Births** **1,723**  
 (2017)

**Projected Households** **67,236**  
 households  
 (2038)

**Journeys - Walking, Cycling or Public Transport** **21%**  
 (2015-2017)

**Road Traffic Collision - Persons Killed or Seriously Injured** **70**  
 (2018)

**Employment Rate** **75.9%**  
 (2017)

**Economic Inactivity Rate exc. students** **15.6%**  
 (2017)

**Households with Broadband Access** **88%**  
 (2018/19)

**Standardised House Price** **£164,900**  
 (2019 Q3)

**Average weekly earnings (full-time)** **£542**  
 (2019)

**Recorded Crime Offences (excluding fraud)** **7,155**  
 (2018/19)

**Household Waste Reused, Recycled & Composted** **48%**  
 (2018/19)

Source: <https://www.nisra.gov.uk/publications/northern-ireland-local-council-infographics> **LAST UPDATED BY NISRA 2018.**

## 2. Introduction and Context

The Council has a statutory duty under Part 12 of the Local Government Act (Northern Ireland) 2014 to set improvement objectives and have arrangements in place to secure their achievement. A number of performance targets are also set by Central Government departments, in respect of job creation, planning and waste management.

The Council's Performance Improvement Plan 2022-23 sets out what we will do in the year ahead to deliver on our statutory duty, as listed in Part 12 of the Local Government Act 2014. These 'duties' relate to sections 84(1), 85(2) and 89(5) of the Act, whereby the Council has a statutory responsibility to make arrangements to:

- secure continuous improvement;
- secure achievement of its improvement objectives;
- exercise its functions so that any Central Government Departmental specified standards are met.

Specifically, the Plan provides a rationale for why we have chosen our improvement objectives and details the expected outcomes.

Each objective has been framed 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.

The Performance Improvement Plan 2022/23 sits within a hierarchy of plans which guide our strategic planning process and drive our service delivery arrangements (figure 1 opposite).



## 3. Achieving Continuous Improvement

Central to Lisburn & Castlereagh City Council's Performance Improvement Framework is the achievement of our Purpose:

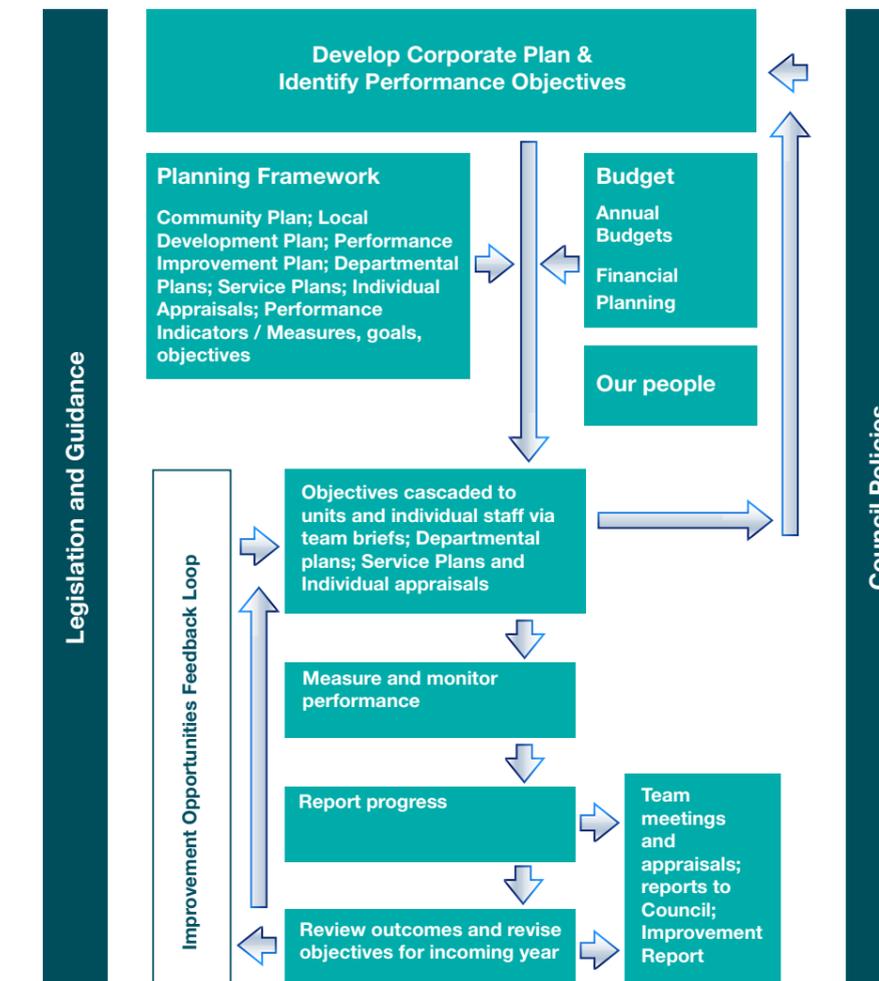
**'Working together to deliver better lives for all'.**

Council has put in place a performance improvement process which, through this plan, will drive and provide assurance that we are delivering on our vision, shared outcomes and improvement objectives.

The diagram overleaf (figure 2) illustrates our performance improvement framework and the various processes within this which combine to ensure that we effectively manage performance and that we have taken all possible steps to secure continuous improvement in the exercise of our functions.



**Figure 2: LCCC's Performance Improvement Plan**



# 4. Our Governance

## The Council is made up of



**40**  
Elected Members,  
currently  
representing

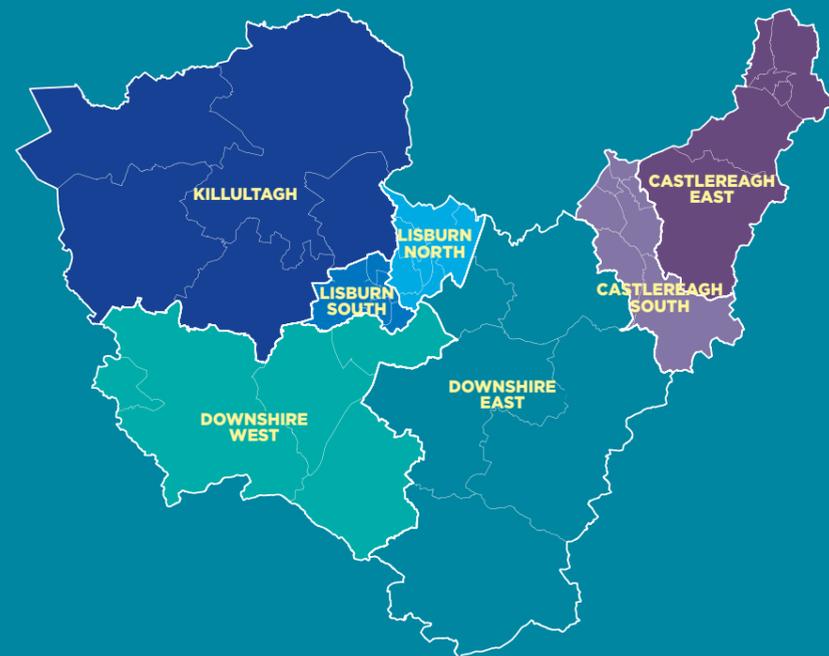


**146,000**  
residents in



**62,635**  
homes.

## The Council is represented by seven District Electoral Areas:



## Performance Reporting

The Corporate Management Team (CMT) will oversee the development and delivery of the draft Performance Improvement Plan, They:

- Agree the draft Performance Improvement Plan for approval by Committee/Council.
- Monitor the delivery of the overall achievement of the objectives, quarterly.
- Agree the necessary resources (HR & Finance) to deliver upon these objectives.

Progress on the Council's Performance Improvement Plan is monitored and reported on through quarterly progress reports which are submitted to CMT and then to the Governance & Audit Committee for scrutiny and challenge to ensure that an evaluation of risk and an assessment of performance is carried out, prior to a subsequent Council meeting for approval. Performance will be reviewed using a range of quantitative and qualitative measures.

By 30 September 2023 the Council will produce and publish an Annual Report which will set out a self-assessment of our performance improvement objectives over the previous financial year. This reports on progress towards our Performance Improvement Plan commitments, the achievement of our Improvement Objectives and performance against a range of statutory and self-imposed performance indicators. This report is reviewed by the Governance & Audit Committee and approved by Council.

The Northern Ireland Audit Office (NIAO) will carry out an improvement assessment to assess if the Council is likely to comply with its performance improvement responsibilities under Part 12 of the Local Government Act (NI) 2014. The Act requires the Local Government Auditor to summarise their assessment in an annual improvement report. This is published on the NIAO website in March each year, making it publicly available.





## 5. General Duty to Improve

**“Improvement”** in the context of the Act means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the Council. Improvement for LCCC focuses on the issues that are important to our citizens and customers. Improvement for LCCC means doing things that will help us to achieve our purpose of working together to deliver better lives for all.

Prior to the COVID-19 pandemic, an Audit and Assessment Report from NIAO raised a proposal for improvement that the Council should consider selecting a smaller suite of general duty indicators across services based on areas identified in the plan. The Council has selected a suite of self-imposed indicators during 2021/22 and these are set out in Appendix 1 of this plan. In addition to this, each service has a number of key performance indicators that they measure and report on to their home committees on a quarterly basis.

The Council continues to engage with the Department for Communities (DfC) along with the other Northern Ireland councils to develop a benchmarking framework for the Local Government sector.

The Local Government Act (Northern Ireland) 2014 put in place a framework to support continuous improvement in the delivery of council services. In addition to the plans and strategies outlined above, LCCC demonstrates our commitment to continuous improvement in the delivery of our services through the development and implementation of an annual Performance Improvement Plan.

In this Performance Improvement Plan for 2022-23, we set out how we will deliver improvement in at least one of these seven improvement areas as stipulated in S.84(2) of the Local Government Act (Northern Ireland) 2014:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

## 6. Process for Identifying Performance Improvement Objectives for 2022/23

The Performance Improvement Objectives have been identified through several sources:

- The Community Plan – this is the overarching strategic document aiming to improve the sustainable social, economic and environmental wellbeing of the Lisburn & Castlereagh City Council area.
- The Council's INTERIM Corporate Plan 2021 - 2024 - Response and Recovery to the COVID-19 Pandemic.  
[https://www.lisburncastlereagh.gov.uk/uploads/general/ICP\\_2021\\_Final.pdf](https://www.lisburncastlereagh.gov.uk/uploads/general/ICP_2021_Final.pdf)
- Council performance data, where this is available, has been taken into account. This includes key performance indicators at service and departmental level.
- Statutory targets have been set for Planning Services; Economic Development and Waste Management, as set out in the Local Government (Performance Indicators and Standards) Order (NI) 2015. These have also been considered when setting these Performance Improvement Objectives.
- The Council wants to continue on its journey as a customer centric organisation and is focused on using the Performance Improvement Plan as an enabler to achieve better customer experience, customer engagement and accessibility to customer services.
- The Council wants to continue recovering from the COVID-19 pandemic.

To facilitate this approach LCCC have decided to carry forward the two objectives from 2021/22 with additional improvement projects.

## 7. Agreed Performance Improvement Objectives for 2022/23

There are 2 Performance Improvement Objectives for 2022/23:

**1** We will continue to improve our citizen engagement methods \ and ensure accessible processes for contacting the Council.

**2** We will continue to deliver Council led activities that seek to maintain and improve the physical and mental wellbeing of our citizens.



## Why Have We Chosen These Objectives?

The Council wants to continue on its journey as a customer centric organisation focussed on providing excellent service. This is a fundamental part of everything we do and all the services we offer.

In 2021/22 Council decided to continue on its journey as a customer centric organisation and was focused on using the Performance Improvement Plan as

an enabler to achieve better customer experience, customer engagement and accessibility to customer services.

Health and Wellbeing is a long term objective and as a Council we continued to focus on this during 2021/22 especially in light of the COVID-19 pandemic.

**THE PERFORMANCE IMPROVEMENT PROJECTS FOR 2021/22 DID DELIVER SUCCESS, AND THEY HAVE ESTABLISHED THE FOUNDATION TO ACHIEVING LONGER TERM OUTCOMES WHICH IS INTEGRAL TO COMMUNITY PLANNING.**

**THE COMMUNITY PLAN TAKES AN OUTCOMES BASED APPROACH, WHICH IS ABOUT FOCUSING ON THE IMPACT WE WANT TO SEE AS A RESULT OF THE WORK WE DO AND ALLOCATING OUR RESOURCES TO THIS.**

## Therefore the 2022/23 Performance Improvement Plan will do two things:

**1 Build upon the success of 2021/22 by continuing with the two Performance Improvement Objectives delivered through a number of existing projects; and**

**2 Challenge ourselves on how we can achieve even better outcomes by identifying new improvement projects.**

A brief narrative is provided overleaf for each Performance Improvement Objective, including what we are building upon from 2021/22 together with details of the new projects that are planned.

# PERFORMANCE OBJECTIVE 1

**We will continue to improve our citizen engagement methods \ and ensure accessible processes for contacting the Council.**

## **Outcomes contributing to our Community Plan**

- **Public Services are enhanced through co-design and co-production**
- **Community ownership and management of local assets and facilities**
- **We feel a sense of belonging in our local neighbourhoods**
- **There is participation and volunteering in public and community life, arts, culture and sports by people of all backgrounds**

We want to continue to challenge ourselves differently and look at our Customer more broadly by improving our engagement methods especially for our communities. This is even more important and relevant now in the virtual world we have been pushed into as a result of the global pandemic. As we embrace a digital-first approach to service delivery, we are committed to ensuring that our digitally excluded customers are supported and that all of our customers' needs remain at the heart of redesigned council services. We want to ensure that no one is left behind. We want to be a digital first not a digital only Council.

**Four new improvement projects will be delivered in 2022/23. They are;**

1. We will launch a Digital Grant Aid system to make the grant aid process more accessible for our customers.

2. We will enable our citizens to influence decision making through community conversations in Anahilt and Drumbo.
3. We will gather customer and user data through surveys/focus groups to assess the quality and accessibility of the online services provided by the Environmental Service's Directorate during 2021/22 and consider opportunities for an improved customer experience.
4. We will improve the digital information available through the Council's website relating to Entertainment Licensing and Events Management so as to provide accessible guidance for customers.

As we continue to deliver positive outcomes and improve the quality of life for all our communities we will continue with the improvement project from 21/22 to deliver a Participatory Budgeting Initiative

across 3 DEA's (District Electoral Areas) to allow local people to have a say in the projects that receive funding in their communities.

## **Risks associated with Objective 1:**

- **Poor usage of online services**
- **Poor interest or low participation in the Participatory Budgeting Initiative across 3 DEA's**
- **Poor interest or low participation in the Community Conversations**
- **Poor interest or low participation in the Customer Consultations**



# 1 Performance Improvement Objective - Continued

**We will continue to improve our citizen engagement methods\ and ensure accessible processes for contacting the Council.**

Performance Improvement Project

We will gather customer and user data through surveys/focus groups to assess the quality and accessibility of the online services provided by the Environmental Service's Directorate during 2021/22 and consider opportunities for an improved customer experience.

Improvement area stipulated in S.84(2) LG Act (NI) 2014

**Strategic Effectiveness  
Service Quality  
Fairness  
Efficiency  
Innovation**

Community Planning Theme /Interim CorporatePlan Theme

**Our Community Leading Well**

New

We will improve the digital information available through the Council's website relating to Entertainment Licensing and Events Management so as to provide accessible guidance for customers.

**Strategic Effectiveness  
Service Availability  
Fairness  
Efficiency  
Innovation**

**Our Community Leading Well**

New

**We will have succeeded if:**

**We have measured the usage of the 8 online services by the end of Quarter 1.**  
**We have developed methods of engagement to obtain feedback on the online services.**  
**We have carried out our customer engagement during Quarter 2.**  
**We report on the outcomes from our customer engagement and detail any improvements made by the end of March 23.**

**We have provided Entertainment licensing online by the end of June 2022.**  
**We have provided Entertainment licensing guidance online and reviewed it annually.**  
**We have carried out research on accessibility to this information and reported on the outcomes by the end of March 23.**  
**We have provided Events guidance online and reviewed it annually.**

## PERFORMANCE OBJECTIVE 2

### We will continue to deliver Council led activities that seek to maintain and improve physical and mental wellbeing of our citizens

#### Outcomes contributing to our Community Plan

- We live healthy, fulfilling and long lives
- Good health will no longer be dependent on where we live or what income we have
- Older people age actively and more independently to stay well connected
- People of all ages are more physically active more often
- We enjoy good mental health

We recognise that the Vitality programme has been extremely successful it has encouraged participation and promoted health and wellbeing over the past few years including during the pandemic. When facilities were closed the Vitality programme provided a virtual offering to its members. During 2022/23 we want to ascertain what impact the Vitality Household Membership has had on families, individuals and their physical and mental wellbeing. This will include to what extent if any they are more active, have they engaged in new activities and how they have found the interaction with other likeminded individuals especially in relation to overall mental health. LCCC is also keen to know how the membership can be further improved to meet member's expectations including value for money. The research will be carried

out independently and will include but not limited to an overall member survey plus a number of focus groups. The results will help shape the membership over the coming years.

Vitality is not the only way that as a Council we contribute to improving the Health and Wellbeing of our Citizens. Other ways include as providing access to our parks and open spaces, allotments, C-SAW (Castlereagh Safe and Well) programmes, provision of our Arts and Cultural Services as well as the many classes and courses available in our various Community Centres.

In 2021/22 we focussed on improving the physical, mental and emotional wellbeing of our citizens through a number of programmes to develop their horticultural skills and

help them understand the benefits of healthy eating. This has been very successful and we will continue with this improvement project in 2022/23.

#### Risks associated with Objective 2:

- Research into the impact of the Vitality programme may not suggest a positive impact
- Poor participation in Health & Wellbeing programmes

# 2 Performance Improvement Objective

**We will continue to deliver Council led activities that seek to maintain and improve physical and mental wellbeing of our citizens.**

Performance Improvement Project

We will investigate the impact of the Vitality Household Membership to determine if it has made a positive impact on member's physical and mental wellbeing.

Improvement area stipulated in S.84(2) LG Act (NI) 2014

**Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation**

Community Planning Theme /Interim CorporatePlan Theme

**Health & Wellbeing  
Where we live  
Our Community**

New

**We will have succeeded if:**

**We have appointed a consultant by the end of June 22.**  
**We have carried out research by the end of June 22.**  
**We have presented an infographic report by the end of September 22.**  
**We review and evaluate our findings by the end of December 22.**  
**We consider opportunities for an improved customer experience by the end of March 23.**

We will improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical activity programmes and understanding the benefits of healthy eating.

**Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation  
Sustainability**

**Health & Wellbeing  
Where we live  
Our Community**

New

**We have provided 30 CSAW programmes with 450 participants by the end of March 23.**  
**We have provided 20 Woodland programmes and 20 Horticulture programmes with 500 participants by the end of March 23.**  
**We have provided 5 Biodiversity projects with 100 participants by the end of March 23.**

# 8. Statutory Indicators

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

Our arrangements to meet these statutory indicators are through the delivery of our statutory services in Planning, Economic Development and Waste and through our annual performance improvement projects. Resources are allocated to each of these services and approved through the annual budgeting process. Performance measures and indicators are in place for each of the services (see below tables). Monitoring, reporting and scrutiny arrangements are in place with Senior Management and Committees for the management and delivery of these statutory services and statutory indicators.

Progress against the indicators is submitted to the relevant regional body and reports are issued showing comparisons across all 11

The Council also publishes its performance results against these indicators on our website: [www.lisburncastlereagh.gov.uk/council/publications/performance-improvement](http://www.lisburncastlereagh.gov.uk/council/publications/performance-improvement)

Councils. Where the statutory target is not met the need to improve in accordance with the general duty set out in the Act is considered.

In respect of Planning, the Council must have regard to external factors such as the need to consult widely which prolong the application process and mean the statutory target cannot always be met. The quality of our decision making is also of great importance to our members and citizens. Poor decisions can give rise to budgetary implications arising from cost awards from planning appeals and judicial review. It is for these reasons the Council maintains a focus on continuous improvement which seeks to balance the need for good and timely decision making.

The NI Performance Improvement Working Group has been in consultation with DfC regarding the impact on the Statutory Performance Indicators as a result of the COVID-19 pandemic and other factors. For

example, enquiries for business start-ups have contracted significantly since 2020, due, in part, to COVID-19 and the uncertainty around the implications of the NI Protocol. Waste arisings generally have increased as a result of more people working from home and changes in lifestyle due to the pandemic. Similarly with Planning the opportunity to perform against the statutory target was adversely impacted by the pandemic such as; remote working and new practices for the operation of Planning Committees. There is ongoing engagement with the Department for Infrastructure in respect of the Planning monitoring framework and the need to reflect the challenges faced by local government in operating the planning system for the year 2021/22.

LCCC will report on these in the annual report in September 2022, which will set out a self-assessment of our performance during the 2021/22 financial year.

## 8.1 Waste and Recycling

Performance against Waste Management targets and standard to be achieved for 2021-22 are:

Measure of Success	2019-20	2020-21	2021-22	Annual Target 2022/23
The percentage of household waste collected by LCCC that is sent for recycling.	50.79%	50.4%	TBC June 2022	50%
The total amount (tonnage) of biodegradable waste that is landfilled by LCCC.	14,373 tonnes	15,967 tonnes	TBC June 2022	16,444 tonnes
The total amount (tonnage) of Waste collected by LCCC.	78,905	80,846	TBC June 2022	No target set as this represents total amount of waste collected.



An additional recycling rate called the 'waste from households recycling rate', whilst not a key performance indicator, is an EU Waste Framework Directive target that requires member states to recycle 50 per cent of waste from households by 2020.

The waste from households recycling rate is reported by calendar year and was 46.2% for the UK in 2019 and 50.6% for Northern Ireland for the same year. The statistics relating to the 2020/21 financial year however show a NI rate of 49.1%. LCCC's waste from households preparing for reuse, recycling and composting rate for 2020/21 was 49.5%.

It is important to note that the global Covid-19 pandemic has adversely impacted on waste and recycling services. In 2020/21 the challenges for LCCC included increased volumes of household waste as a result of lockdowns, school closures and increased homeworking, along with a reduction in global recycling markets. This resulted in an increase in waste collected from homes for dry recycling and composting but also an increase in household waste to landfill. Due to the ongoing impact of the pandemic recycling performance has reduced and overall waste tonnages have increased. Provisional annual figures for 2021/22

will not be available until June 2022 however it is anticipated that this trend is likely to continue. The immediate focus for 2022/23 will be to improve recycling and landfill diversion levels.

Targets within the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) for municipal waste recycling are as follows:

- 55% recycling by 2025
- 60% recycling by 2030
- 65% recycling by 2035

Until 2019/20 LCCC operated within the Northern Ireland Landfill Allowance Scheme (NILAS) along with the 5 other Councils in the waste management group known as arc21. NILAS provided annual allowances for each District Council in Northern Ireland; whilst this scheme is no longer in place it is the expectation that levels of biodegradable waste within LCCC should not exceed the 2019/20 allowance. Future landfill diversion targets within the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) require the amount of municipal waste landfilled to be reduced to 10% or less of the total amount of municipal waste generated by 2035.



## 8.2 Economic Development

Measure of Success	2019-20		2020-21		2021-22		Annual Target 2022/23
	Target	Actual	Target	Actual	Target	Actual	
The number of jobs promoted through business start-up activity via the Go for It Programme	85	112	85	106	116	129	85 (DfE) 116 (GFI)

'GoForIt' was transferred to Local Government in April 2015. The business start-up activity is the delivery of the statutory jobs promotion target of 85 minimum jobs as set by Department for the Economy (DfE) and delivered via the NI 'GoForIt' Programme. This target has been outperformed by LCCC each year.

DfE have carried out a consultation on the proposed Annual Statutory Target with a revised minimum target of 116 jobs for LCCC. In light of this, an increased Annual Target of 116 has been built into LCCC's Economic Development plans for 2022-2023 and will be managed by the Economic Development Unit.

## 8.3 Planning

Performance against Planning targets and standard to be achieved for 2021-22 are:

Measure of Success	2019-20	2020-21	2021-22	Annual Target 2022/23
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 (Northern Ireland) 2015(a)]	55.2 weeks	79.7 weeks	Estimated to be 106.8 weeks.	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.
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 (Northern Ireland) 2015, and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders or regulations made under that Act)]	16.6 weeks	23.8 weeks	Estimated to be 16.2 weeks.	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks.
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 (Northern Ireland) 2011 (or under any orders or regulations made under that Act). (b).]	84%	83.6%	TBC	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.



The average processing times for major applications for all Councils was reported in the Planning Annual Monitoring Framework as 52.8 and 61.4 weeks respectively for the years 2019-20 and 2020-21.

Performance within LCCC was 55.2 and 79.7 weeks for the same period, which is higher compared with the Council wide average as a number of major applications decided in this period have been subject to Section 76 planning agreements.

The Planning Annual Monitoring Framework 2020-21 is published without regard to COVID emergency but at least one major application is presented to Committee every month and there remains a continued focus on moving major applications through the planning system.

Good performance remains a challenge given the complexity of some applications which is impacting on performance which is estimated to be 106.8 weeks for 2021-22.

The average processing times for local applications for all Councils was reported in the Planning Annual Monitoring Framework as 14.0 and 17.8 weeks respectively for the years 2019-20 and 2020-21. Performance

within LCCC was 16.6 and 23.8 weeks for the same period. The Planning Annual Monitoring Framework 2020-21 is published without regard to COVID emergency. The 23.8 weeks in the year 2020/21 reflects the impact of operating through a series of lockdowns and other COVID restrictions. There is a return to normal performance and a significant improvement in performance during 2021-22 which is estimated to be 16.6 weeks.

The Council's Planning Unit is responsible for:

- Decision making in relation to local and major applications
- Making tree preservation orders
- Producing a Local Development Plan outlining how land should be used and developed in the future
- Planning Enforcement

The Planning function transferred to local overnment from the former Department of the Environment in 2015. Statutory targets were introduced at that time to ensure that the planning functions were carried out in a clear, fair and consistent manner.

Quarterly Statistical Bulletins are produced by the Department for Infrastructure (DfI) based on information captured within 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.

Quarterly statistical reports are compiled by DfI and provided to each of the Councils. The reports are available to view on the DfI website.

Council Planning Officers also have access to a suite of management information system [MIS] reports to assist with the active management of planning applications against statutory indicators



# 9. Consultation

An online consultation exercise on a draft version of this plan was carried out during April and May 2022. This also included two focus groups in both sides of the Council area.

Any comments and suggested amendments from consultees will be incorporated where appropriate in the final published document by 30th June 2022. A consultation outcome report will also be published at this time.

As detailed in 'LCCC's Performance Improvement Process' shown in figure 2, page 9 stakeholders can propose new improvement objectives through the feedback loop, during the year and using the contact details below.

## Contacts for Feedback and Review

If you would like to get in touch please do so by one of the following methods:

### Telephone:

Performance Improvement Officer  
on 028 9250 9559 or 07790 778331

### Email by return:

performance@lisburncastlereagh.gov.uk

### Write to Us:

Performance Improvement Officer,  
Chief Executive's Office,  
Lisburn & Castlereagh City Council,  
Civic Headquarters,  
Lagan Valley Island,  
Lisburn,  
BT27 4RL.

# Appendix 1

Community Planning or Corporate Plan Theme	KPI (already being measured)	Target 2021/22	Actual 2021/22	
Children & Young People	Number of Youth Council engagements per annum	4	15	↑
Leading Well	Absenteeism (average number of working days lost)	13.9	tbc	tbc
	Prompt payments - paid within 30 days	100%	91.49%	↓
	Prompt payments - paid within 10 days	90%	79.34%	↓
The Economy	Number of Health & Wellbeing initiatives provided for staff per annum	12	40	↑
	Number of businesses supported through business mentoring support programmes	340	567	↑
	Number of businesses and public sector organisation supported by the Rural Investment programme	35	35	✓
Health & Well-Being	Delivery of the Rural Tourism Collaborative Experiential Programme by 31st March 2022	Yes	Yes	✓
	Increase the number of people attending our leisure facilities	850,000	986,198	↑
	Achieve the pre Covid-19 annual target of 4000 people taking out membership of our leisure facilities	4000	10,660	↑
Where We Live	Number of Keep NI Beautiful Projects per annum	3	13	↑
	Maintenance of the Green Flag Award in two parks	6	7	↑
Our Community	Customer satisfaction			
	• Community Centres	85%	99%	↑
	• Island Arts Centre	85%	99%	↑
	• Irish Linen Centre Lisburn Museum	85%	88%	↑
	Number of physical community engagements	1600	3230	↑
Number of digital community engagements	32	73	↑	

**DRAFT**

# **PERFORMANCE IMPROVEMENT PLAN 2022/23**

Lisburn & Castlereagh City Council, on request, will take all reasonable steps to provide this document in alternative formats and in minority languages to meet the needs of those who are not fluent in English.



[www.lisburncastlereagh.gov.uk](http://www.lisburncastlereagh.gov.uk)

# DRAFT SUMMARY PERFORMANCE IMPROVEMENT PLAN 2022/23



# Foreword from the Chief Executive



Mr David Burns  
Chief Executive

I am delighted to introduce the Council's Performance Improvement Plan for 2022/23.

This Council is committed to ensuring that Lisburn & Castlereagh City Council continues to recover from the COVID-19 pandemic, and continues to develop and grow to be a place where people choose to invest, work, visit, and live in.

The Council's response to the pandemic was prompt and effective. We ensured that essential services continued to be delivered to a high standard including waste collection, street cleansing and burial services.

The past two years have been particularly challenging for our communities and I am extremely proud of how our staff and communities have shown and continue to show

resilience, flexibility and commitment to our citizens and council area.

This plan is not intended to describe all day to day work which is undertaken across the full range of Council Services. It focuses on continuous improvement, those issues that matter most to people and the priorities that are set out in the Community Plan and our Interim Corporate Plan. There are two areas that we will be focussing on in the year ahead, building on the progress that we made in recent years.

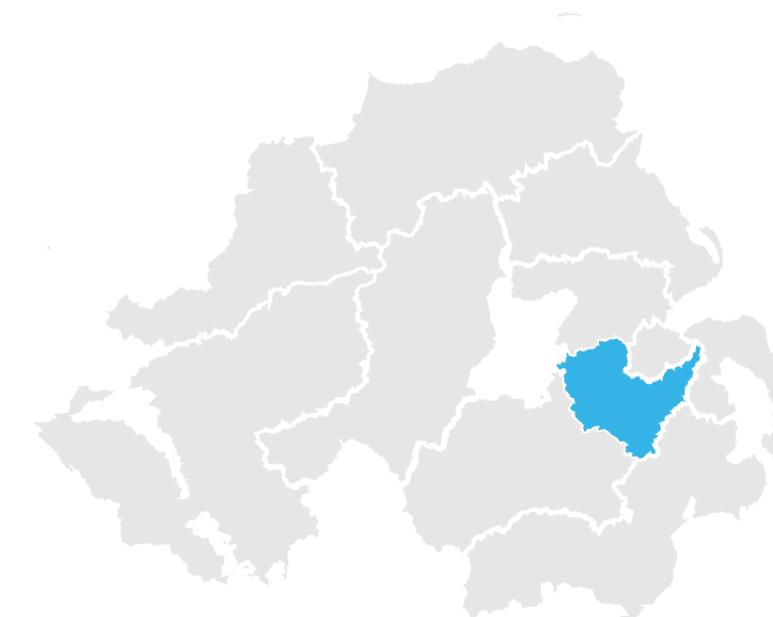
In the next twelve months, citizens will see a continued focus on community engagement with achievable benefits. This is **YOUR** Council and we will continue to engage with you, for you. We will also continue to deliver activities that seek to maintain and improve the physical

and mental wellbeing of all our citizens. We will continue with our Community Investment Plans and our ambitious Capital Programme, all within the budgets prioritised for best outcomes.

This will undoubtedly be another year of recovery from the COVID-19 pandemic, however we want to give assurance to our residents, businesses, and all of our stakeholders that we are focused on delivering excellent services.

We remain confident that the performance improvement objectives that we have chosen this year will continue to deliver positive outcomes and improve the quality of life for all our communities.

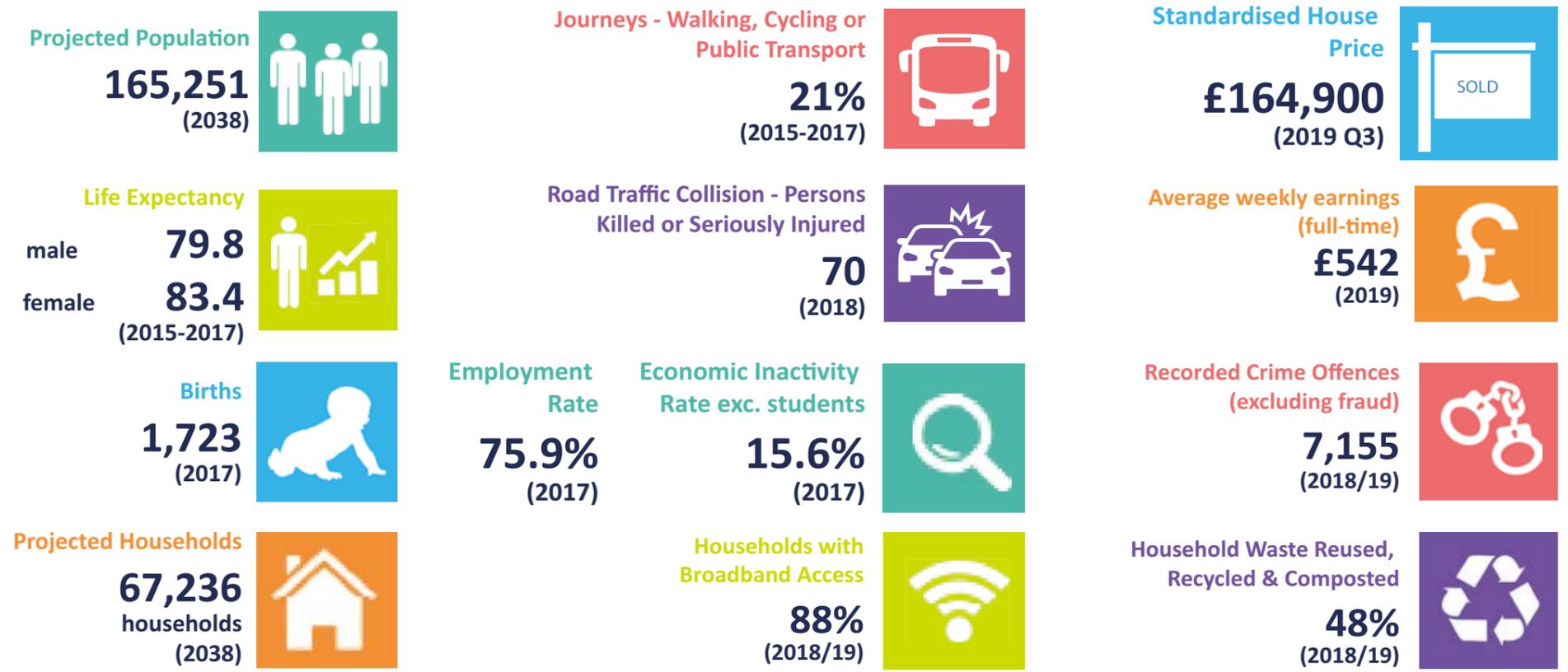
# 1. Our Council Area



Total Spend by All Visitors  
**£30.5 million**  
(2018)

Population	Age Profile						
<b>144,381</b> (2018)	 <table border="0"> <tr> <td>0-15</td> <td>20%</td> </tr> <tr> <td>16-64</td> <td>63%</td> </tr> <tr> <td>65+</td> <td>17%</td> </tr> </table>	0-15	20%	16-64	63%	65+	17%
0-15	20%						
16-64	63%						
65+	17%						
<hr/>							
<b>20,440</b>	<b>Castlereagh East</b>						
<b>23,820</b>	<b>Castlereagh South</b>						
<b>16,600</b>	<b>Downshire East</b>						
<b>16,930</b>	<b>Downshire West</b>						
<b>21,040</b>	<b>Killultagh</b>						
<b>22,800</b>	<b>Lisburn North</b>						
<b>23,440</b>	<b>Lisburn South</b>						

Population Estimates for DEAs are estimated using a proportionate method which allocates Small Area population estimates to DEAs on the basis of information extracted from the 2011 Census.



## 2. Introduction and Context

The Council has a statutory duty under Part 12 of the Local Government Act (Northern Ireland) 2014 to set improvement objectives and have arrangements in place to secure their achievement. A number of performance targets are also set by Central Government departments, in respect of job creation, planning and waste management.

The Council's Performance Improvement Plan 2022-23 sets out what we will do in the year ahead to deliver on our statutory duty, as listed in Part 12 of the Local Government Act 2014. These 'duties' relate to sections 84(1), 85(2) and 89(5) of the Act, whereby the Council has a statutory responsibility to make arrangements to:

- secure continuous improvement;
- secure achievement of its improvement objectives;
- exercise its functions so that any Central Government Departmental specified standards are met.

Specifically, the Plan provides a rationale for why we have chosen our improvement objectives and details the expected outcomes.

Each objective has been framed 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.

The Performance Improvement Plan 2022/23 sits within a hierarchy of plans which guide our strategic planning process and drive our service delivery arrangements (figure 1 opposite).



Source: <https://www.nisra.gov.uk/publications/northern-ireland-local-council-infographics> LAST UPDATED BY NISRA 2018.

# 3. Agreed Performance Improvement Objectives for 2022/23

There are 2 Performance Improvement Objectives for 2022/23:

**1** We will continue to improve our citizen engagement methods and ensure accessible processes for contacting the Council; and

**2** We will continue to deliver Council led activities that seek to maintain and improve the physical and mental wellbeing of our citizens.

## Why Have We Chosen These Objectives?

The Council wants to continue on its journey as a customer centric organisation focussed on providing excellent service. This is a fundamental part of everything we do and all the services we offer.

In 2021/22 Council decided to continue on its journey as a customer centric organisation and was focused on using the Performance Improvement Plan as an enabler to achieve better customer experience, customer engagement and accessibility to customer services. Health and Wellbeing is a long term objective and as a Council we continued to focus on this during 2021/22 especially in light of the COVID-19 pandemic.

The Performance Improvement projects for 2021/22 did deliver success, and they have established the foundation to achieving longer term outcomes which is integral to Community Planning. The Community Plan takes an outcomes

based approach, which is about focusing on the impact we want to see as a result of the work we do and allocating our resources to this.

Therefore the 2022/23 Performance Improvement Plan will do two things:

1. BUILD UPON THE SUCCESS OF 2021/22 BY CONTINUING WITH THE TWO PERFORMANCE IMPROVEMENT OBJECTIVES DELIVERED THROUGH A NUMBER OF EXISTING PROJECTS; AND

2. CHALLENGE OURSELVES ON HOW WE CAN ACHIEVE EVEN BETTER OUTCOMES BY IDENTIFYING NEW IMPROVEMENT PROJECTS.

The tables provided overleaf show the detail for each Performance Improvement Objective, including what we are building upon from 2021/22 together with details of the new and continuing projects that are planned.





**1** Performance Improvement Objective - **Continued**

**We will continue to improve our citizen engagement methods\ and ensure accessible processes for contacting the Council.**

Performance Improvement Project

We will gather customer and user data through surveys/focus groups to assess the quality and accessibility of the online services provided by the Environmental Service's Directorate during 2021/22 and consider opportunities for an improved customer experience.

We will improve the digital information available through the Council's website relating to Entertainment Licensing and Events Management so as to provide accessible guidance for customers.

Improvement area stipulated in S.84(2) LG Act (NI) 2014

**Strategic Effectiveness  
Service Quality  
Fairness  
Efficiency  
Innovation**

**Strategic Effectiveness  
Service Availability  
Fairness  
Efficiency  
Innovation**

Community Planning Theme /Interim CorporatePlan Theme

**Our Community Leading Well**

**Our Community Leading Well**

New

New

**We will have succeeded if:**

**We have measured the usage of the 8 online services by the end of Quarter 1.**

**We have developed methods of engagement to obtain feedback on the online services.**

**We have carried out our customer engagement during Quarter 2.**

**We report on the outcomes from our customer engagement and detail any improvements made by the end of March 23.**

**We have provided Entertainment licensing online by the end of June 2022.**

**We have provided Entertainment licensing guidance online and reviewed it annually.**

**We have carried out research on accessibility to this information and reported on the outcomes by the end of March 23.**

**We have provided Events guidance online and reviewed it annually.**

# 2 Performance Improvement Objective

**We will continue to deliver Council led activities that seek to maintain and improve physical and mental wellbeing of our citizens.**

Performance Improvement Project

We will investigate the impact of the Vitality Household Membership to determine if it has made a positive impact on member's physical and mental wellbeing.

Improvement area stipulated in S.84(2) LG Act (NI) 2014

**Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation**

Community Planning Theme /Interim CorporatePlan Theme

**Health & Wellbeing  
Where we live  
Our Community**

New

**We will have succeeded if:**

**We have appointed a consultant by the end of June 22.**

**We have carried out research by the end of June 22.**

**We have presented an infographic report by the end of September 22.**

**We review and evaluate our findings by the end of December 22.**

**We consider opportunities for an improved customer experience by the end of March 23.**

We will improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical activity programmes and understanding the benefits of healthy eating.

**Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation  
Sustainability**

**Health & Wellbeing  
Where we live  
Our Community**

New

**We have provided 30 CSAW programmes with 450 participants by the end of March 23.**

**We have provided 20 Woodland programmes and 20 Horticulture programmes with 500 participants by the end of March 23.**

**We have provided 5 Biodiversity projects with 100 participants by the end of March 23.**

# **DRAFT SUMMARY** **PERFORMANCE** **IMPROVEMENT** **PLAN 2022/23**

Lisburn & Castlereagh City Council, on request, will take all reasonable steps to provide this document in alternative formats and in minority languages to meet the needs of those who are not fluent in English.



[www.lisburncastlereagh.gov.uk](http://www.lisburncastlereagh.gov.uk)

MAY 2022

## Lisburn & Castlereagh City Council

### Section 75 Equality and Good Relations Screening template

#### Part 1. Information about the activity/policy/project being screened

##### Name of the activity/policy/project

Performance Improvement Plan 2022/23

Appendix I provides a copy of the Performance Improvement Plan 2022/23 in full and summary format.

##### Is this activity/policy/project – an existing one, a revised one, a new one?

A new plan.

The Council has a statutory duty under Part 12 of the Local Government Act (Northern Ireland) 2014 to set improvement objectives and have arrangements in place to secure their achievement. A number of performance targets are also set by Central Government departments, in respect of job creation, planning and waste management.

The Council's Performance Improvement Plan 2022-23 sets out what we will do in the year ahead to deliver on our statutory duty, as listed in Part 12 of the Local Government Act 2014. These 'duties' relate to sections 84(1), 85(2) and 89(5) of the Act, whereby the Council has a statutory responsibility to make arrangements to:

- secure continuous improvement;
- secure achievement of its improvement objectives;
- exercise its functions so that any Central Government Departmental specified standards are met.

##### What are the intended aims/outcomes the activity/policy/project is trying to achieve?

The annual Performance Improvement Plan (PIP) provides a rationale for why we have chosen our improvement objectives and details the expected outcomes.

**Who is the activity/policy/project targeted at and who will benefit? Are there any expected benefits for specific Section 75 categories/groups from this activity/policy/project? If so, please explain.**

The PIP is aimed at everyone who uses LCCC services and is not targeted at any particular equality group.

**Who initiated or developed the activity/policy/project?**

The PIP was drafted by the Council's Performance Improvement Officer and has been out for public consultation during April and May 2022, it was approved by the Corporate Management Team and it will be presented to the Governance & Audit Committee for approval in June 2022 and eventually adopted by full Council by the end of June 2022.

**Who owns and who implements the activity/policy/project?**

The PIP is a corporate document which is written and published annually. It provides a rationale for why we have chosen our annual improvement objectives and details the expected outcomes of these. Progress is monitored, co-ordinated and reported on by the Performance Improvement Officer to CMT and the Governance & Audit Committee.

**Are there any factors which could contribute to/detract from the intended aim/outcome of the activity/policy/project?**

Yes

**If yes, give brief details of any significant factors.**

Legislative

Other

While commitments are included in the PIP, it can be a challenge to ensure that they are actually implemented as intended. The successful implementation of the PIP is dependent on awareness of the PIP and service delivery across all Council functions.

**Who are the internal and external stakeholders (actual or potential) that the activity/policy/project will impact upon? Delete if not applicable**

Staff

Service users

Other public sector organisations eg NIAO and DfC

Voluntary/community/trade unions

Other Elected Members

**Other policies/strategies/plans with a bearing on this activity/policy/project**

Name of document/activity/policy	Who owns or implements
1 Corporate Plan 2018-2022 <a href="https://www.lisburncastlereagh.gov.uk/uploads/general/CORPORATE_PLAN_2018.pdf">https://www.lisburncastlereagh.gov.uk/uploads/general/CORPORATE_PLAN_2018.pdf</a>	Chief Executive's Office/all services
2 The Council's DRAFT INTERIM Corporate Plan 2021 - 2024 - Response and Recovery to the COVID-19 Pandemic. <a href="https://www.lisburncastlereagh.gov.uk/uploads/general/ICP_2021_Final.pdf">https://www.lisburncastlereagh.gov.uk/uploads/general/ICP_2021_Final.pdf</a>	Chief Executive's Office/all services
3 Communications activity	Corporate Communications
4 HR policies and activity	HR & OD
5 Equality Scheme and associated equality policies and plans	Equality Officer
6 Part 12 of the Local Government Act (Northern Ireland) 2014 <a href="https://www.legislation.gov.uk/nia/2014/8/part/12/enacted">https://www.legislation.gov.uk/nia/2014/8/part/12/enacted</a>	Department for Communities (DfC)

## Available evidence

### What evidence/information (qualitative and quantitative) have you gathered or considered to inform this activity/policy? Specify details for each Section 75 category.

A range of sources have been considered, including the previous Performance Improvement Plans; analysis of previous PIPs, evaluations of consultations, other Council PIPs, etc.

Sec 75 Category	Details of evidence/information
Religious Belief	<p>NI Census 2011 data for the Lisburn and Castlereagh area:</p> <p>67% Protestant (or other Christian) 24% Catholic 8% Other 1% None</p>
Political Opinion	<p>National identity is often used as an indicator of political opinion – unionist/nationalist. Analysis of Census 2011 data for LCCC showed:</p> <p>65.39% identified as British 14.83% Irish 30.46% Northern Irish</p> <p>Political party representation on LCCC from local government elections 2019 (40 Members):</p> <p>DUP – 15 UUP – 11 Alliance – 9 Sinn Fein – 2 SDLP – 2 Green Party NI – 1 Total – at least 64% unionist</p>
Racial Group	<p>NINIS statistics (2011 census) suggest 88.72% of the LCCC population were born in N Ireland. The same data indicates <b>2.36%</b> were from an ethnic minority <b>97.64%</b> were white (including Irish Traveller).</p> <p>The LCCC area has a small population of Syrian refugees and a minority of residents will speak languages other than English as their first language.</p>

<p>Age</p>	<p>NISRA 2019 mid-year population estimates for LCCC area were:                  0-15 years – 20.3%                  16-64 years – 62.3%                  65+ years – 17.4%</p>
<p>Marital Status</p>	<p>The 2011 census records for people over the age of 16 for the LCCC area:</p> <p>Single (never married or never registered a same-sex civil partnership) – 30.7%                  Married – 53.8%                  In a registered same-sex civil partnership – 0.1%                  Separated (but still legally married or still legally in a same-sex civil partnership) – 3.3%                  Divorced or formerly in a same-sex civil partnership which is now legally dissolved – 5.5%                  Widowed or surviving partner from a same-sex civil partnership – 6.7%</p>
<p>Sexual Orientation</p>	<p>Census data – no data available for sexual orientation. However, UK government statistics (ONS) estimate around 2% of the NI population identify as lesbian, gay or bi-sexual. Feedback from LGB support groups and from surveys suggests the percentage of people who identify as something other than 100% heterosexual may be much higher, with the 18-25 year age group significantly more likely to identify as LGB. Government Equalities Office research (2018) suggests over 4% of the 18-25 year age group identify as LGB, confirming that younger people are more likely to be open about sexual orientation.</p>
<p>Men &amp; Women Generally</p>	<p>The estimated population of LCCC local government district at 30 June 2019 was 146,002, of which 71,654 (49.1%) were male and 74,348 (50.9%) were female.</p> <p>There is no official statistic on the number of people in N Ireland who identify as Transgender or non-binary but referrals to</p>

	<p>advice services are increasing year on year which suggests a small but growing minority.</p> <p>Women are significantly under-represented as Elected Members on LCCC with only 17.5% female councillors (NI average - At present (April 2021), women are over-represented in the senior management team (3 of 5 (60%) senior staff are female).</p>
Disability	<p>The 2011 Northern Ireland Census collected data on 'persons with a limiting long-term illness' which covered any long-term illness, health problem or disability which limits daily activities or work. Statistics for LCCC showed:</p> <p><b>18.29%</b> of people had a long-term health problem or disability that limited their day-to-day activities;</p> <p><b>82.13%</b> of people stated their general health was either good or very good; and</p>
Dependants	<p>2011 Census data:</p> <p><b>12.51%</b> of people stated that they provided unpaid care to family, friends, neighbours or others.</p> <p>People with dependants includes parents of young children, parents of older dependant or disabled people, carers of elderly family members and others.</p>

### Needs, experiences and priorities

**Taking into account the information referred to above, what are the different needs, experiences and priorities of each of the following categories, in relation to the particular activity/policy/decision? Specify details for each of the Section 75 categories**

Sec 75 Category	Details of needs/experiences/priorities
Religious Belief	No evidence of different experience or needs of people according to religion in relation to this policy

Political Opinion	No evidence of different experience or needs of people depending on their political opinion in relation to this policy
Racial Group	People who are from a minority ethnic background may face difficulties understanding their rights and how the Council’s PIP is relevant to them. Information may need to be targeted to race support groups. The PIP may need to be translated for someone who does not have English as a first language.
Age	Some older people may need additional help to understand the PIP.
Marital Status	No different experience/needs identified
Sexual Orientation	No different experience/needs identified
Men & Women Generally	No different experience/needs identified
Disability	Some disabled people may need to have information about the PIP provided in accessible formats as a reasonable adjustment.
Dependants	No different experience/needs identified

**Part 2. Screening questions**

**1 What is the likely impact on equality of opportunity for those affected by this activity/policy, for each of the Section 75 equality categories?**

Sec 75 Category	Details of activity/policy impact	Level of impact (minor/major/none*)
Religious Belief	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified
Political Opinion	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified

Racial Group	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified
Age	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified
Marital Status	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified
Sexual Orientation	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified
Men & Women Generally	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified
Disability	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified
Dependants	The detail of the PIP will potentially benefit everyone, regardless of religious belief or any other personal characteristic	No differential impact identified

\*See Appendix 1 for details.

**2(a) Are there opportunities to better promote equality of opportunity for people within the Section 75 equality categories?**

Sec 75 Category	IF Yes, provide details	If No, provide details
Religious Belief		None identified through this screening but can be kept under review.

Political Opinion		None identified through this screening but can be kept under review.
Racial Group		Yes, the PIP can be translated if necessary for anyone who does not have English as a first language.
Age		Yes, any older person who needs additional help to understand the PIP will have their needs met. For example, someone might need a staff member to phone them to explain something rather than just deal in written communication, etc
Marital Status		None identified
Sexual Orientation		None identified
Men & Women Generally		None identified
Disability		Yes, we are prepared to make reasonable adjustments for disability. The PIP can be provided in alternative formats to ensure accessibility for people with certain disabilities.
Dependants		None identified

**Equality Action Plan 2021-2025**

Does the activity/policy/project being screened relate to an action in the [Equality Action Plan 2021-2025](#)? No

**2(b) DDA Disability Duties (see Disability Action Plan 2021-2025) [new]**

Does this policy/activity present opportunities to contribute to the actions in our [Disability Action Plan](#):

- to promote positive attitudes towards disabled people?
- to encourage the participation of disabled people in public life?

No

**3 To what extent is the activity/policy/project likely to impact on good relations between people of different religious belief, political opinion or racial group?**

Good Relations Category	Details of activity/policy impact	Level of impact (minor/major/none*)
Religious Belief		No specific impact identified through this screening exercise
Political Opinion		No specific impact identified
Racial Group		No specific impact identified

\*See Appendix 1 for details.

**4 Are there opportunities to better promote good relations between people of different religious belief, political opinion or racial group?**

Good Relations Category	IF Yes, provide details	If No, provide details
Religious Belief		Not at this time, but can be kept under review
Political Opinion		As above
Racial Group		As above

**Multiple identity**

**Provide details of any data on the impact of the activity/policy/project on people with multiple identities. Specify relevant Section 75 categories concerned.**

We are aware that most people have more than one identify and may experience additional disadvantage accordingly. We are proposing measures to accommodate the particular needs of different groups and multiple identity has been taken into account in developing this policy.

### Part 3. Screening decision/outcome

Equality and good relations screening is used to identify whether there is a need to carry out a **full equality impact assessment** on a proposed policy or project.

There are 3 possible outcomes:

- 1) **Screen out** - no need for a full equality impact assessment and no mitigations required because no relevance to equality, no negative impacts identified or only very minor positive impacts for all groups. This may be the case for a purely technical policy for example.
- 2) **Screen out with mitigation** - no need for a full equality impact assessment but some minor potential impacts or opportunities to better promote equality and/or good relations identified, so mitigations appropriate. Much of our activity will probably fall into this category.
- 3) **Screen in for full equality impact assessment** – potential for significant and/or potentially negative impact identified for one or more groups so proposal requires a more detailed impact assessment. [See Equality Commission guidance on justifying a screening decision.]

**Choose only one of these** and provide reasons for your decision and ensure evidence is noted/referenced for any decision reached.

Screening Decision/Outcome	Reasons/Evidence
Option 1  <b>Screen out</b> – no equality impact assessment and no mitigation required [go to Monitoring section]	
Option 2  <b>Screen out with mitigation</b> – some potential impacts identified but they can be addressed with appropriate mitigation or some opportunities to better promote equality and/or good relations identified [complete mitigation section below]	Equality screening of the Performance Improvement Plan 22/23 has concluded that a full Equality Impact Assessment is not necessary. This is because no significant impacts have been identified for any equality group. However, we are proposing a number of mitigation measures to address potential issues.
Option 3	

<p><b>Screen in</b> for a full Equality Impact Assessment (EQIA)</p> <p>[If option 3, complete timetabling and prioritising section below]</p>	
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**Mitigation (Only relevant to Option 2)**

**Can the activity/policy/project plan be amended or an alternative activity/policy introduced to better promote equality of opportunity and/or good relations?**

As people who do not have English as a first language may have difficulty understanding the PIP, translation will be provided if required.

We will make reasonable adjustments for people with certain disabilities as required. For example, the PIP can be provided in accessible formats as requested/required.

If an older person has difficulty understanding the PIP, additional efforts will be made to help to ensure they are not disadvantaged.

If so, give the **reasons** to support your decision, together with the proposed changes/amendments or alternative activity/policy and ensure the mitigations are included in a revised/updated policy or plan.

**Timetabling and prioritising for full EQIA (only relevant to Option 3) [if no equality impact assessment is to be carried out, can say Not applicable and go to Section 4 Monitoring.]**

If the activity/policy has been ‘**screened in**’ for full equality impact assessment, give details of any factors to be considered and the next steps for progressing the EQIA, including a proposed timetable.

Is the activity/policy affected by timetables established by other relevant public authorities? Yes/No. If yes, please provide details.

## Part 4. Monitoring

Public authorities should consider the guidance contained in the Commission's Monitoring Guidance for Use by Public Authorities (July 2007).

Effective monitoring will help a public authority identify any future adverse impact arising from the activity/policy which may lead the public authority to conduct an equality impact assessment, as well as help with future planning and activity/policy development.

**What will be monitored and how? What specific equality monitoring will be done? Who will undertake and sign-off the monitoring of this activity/policy and on what frequency? Please give details:**

<b>Will be undertaken by:</b> <b>Name &amp; Position/Job Title:</b>	<b>Frequency (eg. Annually):</b>
Performance Improvement Officer in relation to the PIP as a whole	The outcomes of PIP will be monitored and reported upon a quarterly basis through CMT & Governance & Audit Committee.
Departments and Services	All services and departments will carry out regular monitoring of their contribution to the PIP within their areas.
Will be signed-off by: <b>Caroline Magee - Head of Human Resources &amp; Organisation Development</b>	

## Part 5 - Approval and authorisation

	<b>Position/Job Title</b>	<b>Date</b>
<b>Screened by:</b> Kerrie-Anne McKibbin	Performance Improvement Officer	05/05/22
Mary McSorley	Equality Officer	05/05/22
<b>Approved by:</b> Caroline Magee	Head of Human Resources & Organisation Development	09/05/22

Note: On completion of the screening exercise, a copy of the completed Screening Report should be:

- approved and 'signed off' by a senior manager responsible for the activity/policy
- included with Committee reports, as appropriate
- sent to the Equality Officer for the quarterly screening report to consultees, internal reporting and publishing on the LCCC website
- shared with relevant colleagues
- made available to the public on request.

Evidence and documents referenced in the screening report should also be available if requested.

### **Appendix 1 – Equality Commission guidance on equality impact**

\*Major impact:

- a) The policy/project is significant in terms of its strategic importance;
- b) Potential equality matters are unknown, because, for example, there is insufficient data upon which to make an assessment or because they are complex, and it would be appropriate to conduct an equality impact assessment in order to better assess them;
- c) Potential equality and/or good relations impacts are likely to be adverse or are likely to be experienced disproportionately by groups of people including those who are marginalised or disadvantaged;
- d) Further assessment offers a valuable way to examine the evidence and develop recommendations in respect of a policy about which there are concerns amongst affected individuals and representative groups, for example in respect of multiple identities;
- e) The policy is likely to be challenged by way of judicial review;
- f) The policy is significant in terms of expenditure.

Minor impact

- a) The policy is not unlawfully discriminatory and any residual potential impacts on people are judged to be negligible;
- b) The policy, or certain proposals within it, are potentially unlawfully discriminatory, but this possibility can readily and easily be eliminated by

making appropriate changes to the policy or by adopting appropriate mitigating measures;

- c) Any asymmetrical equality impacts caused by the policy are intentional because they are specifically designed to promote equality of opportunity for particular groups of disadvantaged people;
- d) By amending the policy there are better opportunities to better promote equality of opportunity and/or good relations.

No impact (none)

- a) The policy has no relevance to equality of opportunity or good relations;
- b) The policy is purely technical in nature and will have no bearing in terms of its likely impact on equality of opportunity or good relations for people within the equality and good relations categories.

Revised Template @ April 2022



## Governance & Audit Committee

9<sup>th</sup> June 2022

### Report from:

Risk Officer

### Item for Noting

**TITLE:** Corporate Risk Register

### Background and Key Issues:

1. This report represents the quarterly review of the Corporate Risk Register, which has been updated by Heads of Service and considered and agreed by CMT.
2. Members will note there have been two changes in the last quarter to the Corporate Risk Register under **Appendix I:**
  - CRR 2 Emergency Planning / Business Continuity risk reduced from high to medium reflecting the recovery phase of the NI Executive and LCCC. Although the Ukraine/Russia crisis continues, weekly situational reports are submitted to TEO and the impact on the council area continues to be monitored.
  - CRR 7 Financial Sustainability risk increased from medium to high due to current market conditions/inflationary pressures. Additional control measures introduced to mitigate against this risk include:
    - Monitoring of cost increases due to Ukraine war / inflationary pressures captured under monthly management accounts.
    - Fuel price sensitivity test conducted by Waste Management.
    - Electricity / gas monthly analysis.
    - Analysis of contractor price increases.
    - Monthly analysis of fuel prices.

3. At the last G&A Committee in March 2022 Members will recall that the next 2 corporate risks to undergo a deep dive at Committee for the 22/23 financial year would be Risk CRR4 Capital Programme and Risk CRR7 Financial Sustainability. Members will note that CRR 4 Capital Programme will be presented at September’s Committee at the same time as the presentation of the Internal Audit report on the Capital Programme and CRR 7 Financial Sustainability will subsequently be presented at December’s Committee.

**Recommendation:**

1. It is recommended that Members note the Corporate Risk Register.

**Finance and Resource Implications:**

N/A

## Screening and Impact Assessment

### 1. Equality and Good Relations

Has an equality and good relations screening been carried out on the proposal/project/policy? No

**If no, please provide explanation/rationale**

N/A

If yes, what was the outcome?:

<b>Option 1</b> Screen out without mitigation	N/A	<b>Option 2</b> Screen out with mitigation	N/A	<b>Option 3</b> Screen in for a full EQIA	N/A
-----------------------------------------------------	-----	--------------------------------------------------	-----	-------------------------------------------------	-----

**Rationale for outcome/decision (give a brief explanation of any issues identified including mitigation and/or plans for full EQIA or further consultation)**

N/A

**Insert link to completed Equality and Good Relations report:**

**2. Rural Needs Impact Assessment:**

Has consideration been given to Rural Needs?

No

Has a Rural Needs Impact Assessment (RNIA) template been completed?

No

**If no, please give explanation/rationale for why it was not considered necessary:**

N/A

**If yes, give brief summary of the key rural issues identified, any proposed actions to address or mitigate and include the link to the completed RNIA template:**

N/A

**SUBJECT TO PLANNING APPROVAL:**

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

**APPENDICES:**

Appendix I Corporate Risk Register

**HAS IT BEEN SUBJECT TO CALL IN TO DATE?**

No

**If Yes, please insert date:**

## DASHBOARD KEY / INDICATOR

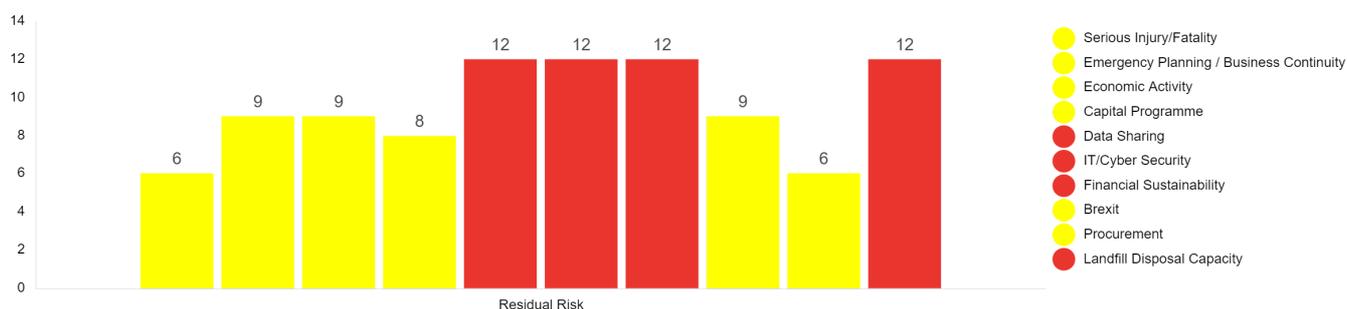
Risk Rating	
Key Symbol	Descriptor
●	Low (1-4)
●	Medium (5-11)
●	High (12-16)

Fluctuation Key	
Symbol	Descriptor
↑	Risk Increase
↓	Risk Decrease
↔	Remains Same
*	New Risk

Risk Matrix				
Likelihood	Minor	Moderate	Major	Catastrophic
Very Likely	4	8	12	16
Likely	3	6	9	12
Unlikely	2	4	6	8
Very Unlikely	1	2	2	4
	Minor	Moderate	Major	Catastrophic

## CORPORATE SUMMARY

### Corporate Risk Summary



## RISK REGISTER

Corporate Risks									
High Risk	Ref.	Risk	Risk Description	Risk Owner	Inherent Risk	Additional Actions	Residual Risk	Fluctuation since last review	Rationale
☐	CRR 1	<b>Serious Injury/Fatality</b>	Breach in internal H&S arrangements resulting in injuries / loss of life / illness.	Emergency Planning Officer	8	<a href="#">CRR 1 Serious Injury / Fatality</a>	6	*	Transferred from Finance & Corporate Services Directorate to Environmental Services.
☐	CRR 2	<b>Emergency Planning / Business Continuity</b>	Inability to respond to Command, Control & Coordination arrangements or concurrent emergencies due to increased strain on current resources resulting in impact on resilience. Emergency Plan Activated	Emergency Planning Officer	16	<a href="#">CRR 2 Emergency Planning / Business Continuity</a>	9	↓	Transferred from Finance & Corporate Services Directorate to Environmental Services. Residual likelihood reduced to reflect the recovery phase of NI Executive and LCCC. Ukraine/Russia crisis continues to be monitored with weekly sitrep reports submitted to TEO.
☐	CRR 3	<b>Economic Activity</b>	Failure to identify, maximise and deliver an economic development programme that aligns with our stakeholder needs and the needs of the local economy in the context of the national and regional economic position.	HOS Economic Development	16	<a href="#">CRR 3 Economic Activity</a>	9	↔	
☐	CRR 4	<b>Capital Programme</b>	Potential failure to deliver the agreed outcomes of the capital programme as a result of affordability or changes in third party funding arrangements.	HOS Planning	12	<a href="#">CRR 4 Capital Programme</a>	8	↔	
☑	CRR 5	<b>Data Sharing</b>	Poor or inadequate data sharing agreements resulting in unintended data breach	TPO Manager	16	<a href="#">CRR 5 Data Sharing</a>	12	↔	
☑	CRR 6	<b>IT/Cyber Security</b>	Breach in IT or cyber-attack resulting in significant outage or significant data loss	TPO Manager	16	<a href="#">CRR 6 IT / Cyber Security</a>	12	↔	
☑	CRR 7	<b>Financial Sustainability</b>	Failure to deliver balanced budget 2022/23 and longer term financial resilience and sustainability.	HOS Finance	16	<a href="#">CRR 7 Financial Sustainability</a>	12	↑	Due to current market conditions/inflationary pressures.
☐	CRR 8	<b>Brexit</b>	The UK ceasing to be aligned with the EU Food and Animal Welfare Laws and the subsequent implications for sanitary and phyto-sanitary (SPS) rules, customs & supply chain logistics and generalised economic implications for LCCC and their resident and business representative base.	CE	12	<a href="#">CRR 8 Brexit</a>	9	↔	
☐	CRR 9	<b>Procurement</b>	Non compliance with procurement and contract regulations, policies and processes resulting in reputation/financial loss and risk of litigation.	HOS Assets	9	<a href="#">CRR 9 Procurement</a>	6	↔	
☑	CRR 10	<b>Landfill Disposal Capacity</b>	Uncertainty going forward in relation to the arc21 municipal waste disposal contract. Interim residual waste treatment contract to be established. Potential associated increase in costs.	HOS Waste & Op	16	<a href="#">CRR 10 Landfill Disposal</a>	12	↔	