



June 16th, 2023

**Chairman:** Councillor R McLernon

**Vice-Chairman:** Mr E Jardine, Independent Member

**Aldermen:** O Gawith and S P Porter

**Councillors:** D Bassett, P Burke, S Burns, D J Craig, A P Ewing J Gallen, A Givan, C Kemp, P Kennedy, S Lowry, M McKeever and A Martin

**Ex Officio:** The Right Worshipful the Mayor, Councillor A Gowan

Deputy Mayor, Councillor G McCleave

### **Notice Of Meeting**

A meeting of the Governance and Audit Committee will be held on **Thursday, 22nd June 2023 at 6:00 pm** for the transaction of the undernoted Agenda.

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

Food will be available in Lighters from 5.00 pm.

**David Burns**  
**Chief Executive**

# 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 Compliments and Complaints Report - Quarter 4 2022/23

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

[3.1 Appendix Q4 Complaints report.pdf](#) Page 4

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

[3.2 PIO Casestudies KPIs Q4.pdf](#) Page 15

[3.2 Appendix I Quarter 4 monitoring amended.pdf](#) Page 19

[3.2 Appendix II Q4 KPIs amended.pdf](#) Page 39

### 3.3 Service KPIs - Quarter 4 2022/23 All Directorates

[3.3 Service KPIs Q4 2022 2023 GA.pdf](#) Page 45

[3.3 Appendix I ES Q4 22 23 KPIs post draft report.pdf](#) Page 48

[3.3 Appendix II F&CS Q4 22 23 KPIs post draft report.pdf](#) Page 52

[3.3 Appendix III ST Q4 22 23 KPIs post draft report.pdf](#) Page 55

[3.3 Appendix IV LS Q4 22 23 KPIs.pdf](#) Page 61

### 3.4 Service KPIs - All Directorates 2023/24

[3.4 Service KPIs 2023 24 G&A.pdf](#) Page 67

[3.4 Appendix I Environmental Services amended.pdf](#) Page 70

[3.4 Appendix II Finance & Corporate Services.pdf](#) Page 72

	<a href="#"><i>3.4 Appendix III Regeneration &amp; Growth amended 2.pdf</i></a>	<i>Page 73</i>
	<a href="#"><i>3.4 Appendix IV Community Health &amp; Wellbeing amended.pdf</i></a>	<i>Page 75</i>
	<a href="#"><i>3.4 Appendix V Organisational Development &amp; Innovation amended.pdf</i></a>	<i>Page 77</i>
<b>3.5</b>	<b>Performance Improvement Policy Review</b>	
	<a href="#"><i>3.5 Performance Improvement Policy Review.pdf</i></a>	<i>Page 79</i>
	<a href="#"><i>3.5 Appendix I Performance Improvement Policy Review.pdf</i></a>	<i>Page 82</i>
<b>3.6</b>	<b>Performance Improvement Plan 2023/24</b>	
	<a href="#"><i>3.6 PIP &amp; Summary Report.pdf</i></a>	<i>Page 87</i>
	<a href="#"><i>Appendix I PIP 2023 Landscape FULL DOCUMENT FINAL.pdf</i></a>	<i>Page 90</i>
	<a href="#"><i>3.6 Appendix II PIP 2023 Landscape DRAFT SUMMARY FINAL.pdf</i></a>	<i>Page 107</i>
<b>3.7</b>	<b>Consultation Report on the Draft Performance Improvement Objectives 2023/24</b>	
	<a href="#"><i>3.7 Consultation Report.pdf</i></a>	<i>Page 116</i>
	<a href="#"><i>3.7 Appendix I 2023 Consultation report.pdf</i></a>	<i>Page 119</i>

## **4.0 REPORT BY RISK OFFICER**

<b>4.1</b>	<b>Corporate Risk Register</b>	
	<a href="#"><i>4.1 G&amp;A Corporate Risk Register Report Jun 23.pdf</i></a>	<i>Page 141</i>
	<a href="#"><i>4.1 Appendix I Corporate Risk Dashboard.pdf</i></a>	<i>Page 144</i>
	<a href="#"><i>4.1 Appendix II Environmental Services Risk Dashboard.pdf</i></a>	<i>Page 145</i>
	<a href="#"><i>4.1 Appendix III Finance &amp; Corporate Services Risk Dashboard.pdf</i></a>	<i>Page 146</i>
	<a href="#"><i>4.1 Appendix IV Org Dev &amp; Inn Risk Dashboard.pdf</i></a>	<i>Page 147</i>
	<a href="#"><i>4.1 Appendix V Leisure &amp; Community Wellbeing Risk Dashboard.pdf</i></a>	<i>Page 148</i>
	<a href="#"><i>4.1 Appendix VI Regeneration &amp; Growth Risk Dashboard.pdf</i></a>	<i>Page 149</i>
<b>4.2</b>	<b>Corporate Risk CRR1 Serious Injury - Deep Dive</b>	

## **5.0 REPORT BY CHIEF EXECUTIVE**

### **5.1 Party Group Leaders Forum**

*PGLF Report.pdf*

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### **5.2 Contracts Register**

*Contracts Register Report.pdf*

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## **6.0 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)

### **6.1 REPORT BY INTERNAL AUDIT MANAGER**

**6.1 Internal Audit 2023/24 - Progress Report**

**6.2 Internal Audit Annual Report FY2023**

**6.3 Chief Executive's Assurance Statement**

## **7.0 ANY OTHER BUSINESS**





## Governance & Audit Committee

22<sup>nd</sup> June 2023

**Report from:**

Performance Improvement Officer

### Item for Noting

**TITLE:** Compliments and Complaints Report – Q4

**Background and Key Issues:**

1. Lisburn & Castlereagh City Council aims to provide an effective and efficient service to all its ratepayers and customers. If on occasions, the service is not as our customers would expect, the Council would like to know about it.
2. LCCC has a Complaints Handling procedure which allows customers to make a complaint and details what happens to their complaint after it is received.
3. Compliments and complaints are captured on the Council's Customer Care System and Complaints are dealt with through the Council's complaints procedure.
4. Attached under **Appendix I** is a comparative report taken from the Customer Care System. This report details the number of comments, complaints and compliments in Quarter 4 (January - March inclusive) of 2022/23.
5. 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:**

**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 – complaints during Q4 (January – March inclusive)**

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

No

If Yes, please insert date:

# Compliments & Complaints Report

# Q4

1st January –  
31st March 2023

Lisburn & Castlereagh City Council

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### 1.0 Customer Care Analysis

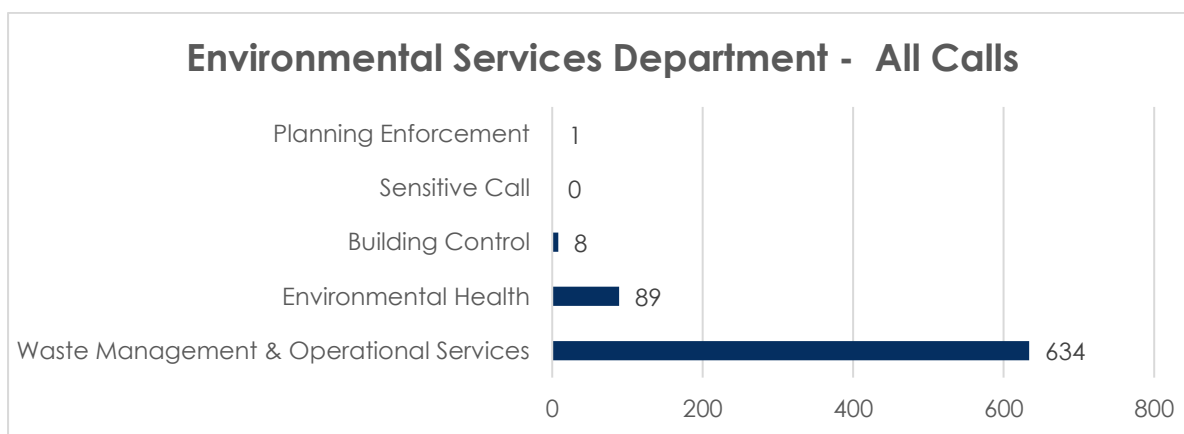
Call Type	Q1 2022-2023	Q2 2022-2023	Q3 2022-2023	Q4 2022 - 2023
Service Requests	947	670	698	598
Complaints	292	179	166	181
Compliments	49	36	42	36
Comments	52	89	139	16
<b>TOTAL CALLS</b>	<b>1340</b>	<b>974</b>	<b>1045</b>	<b>831</b>

Customer Care calls decreased from 1045 in Q3 to **831** in Q4, a reduction of 214. However, there was a slight increase in Complaints of 15, from 166 in Q3 to **181** in Q4.

### 1.1 Analysis of Customer Care Calls in Q4 per Department

Department	Comments	Complaints	Compliments	Service Requests	TOTAL
C.E. Office	0	0	0	0	<b>0</b>
Environmental Services	4	120	11	597	<b>732</b>
Finance & Corporate Services	1	4	9	0	<b>14</b>
Leisure & Community	11	44	13	1	<b>69</b>
Service Transformation	0	13	3	0	<b>16</b>
Non Council	0	47	0	0	<b>47</b>
<b>TOTAL</b>	<b>16</b>	<b>228</b>	<b>36</b>	<b>598</b>	<b>878</b>

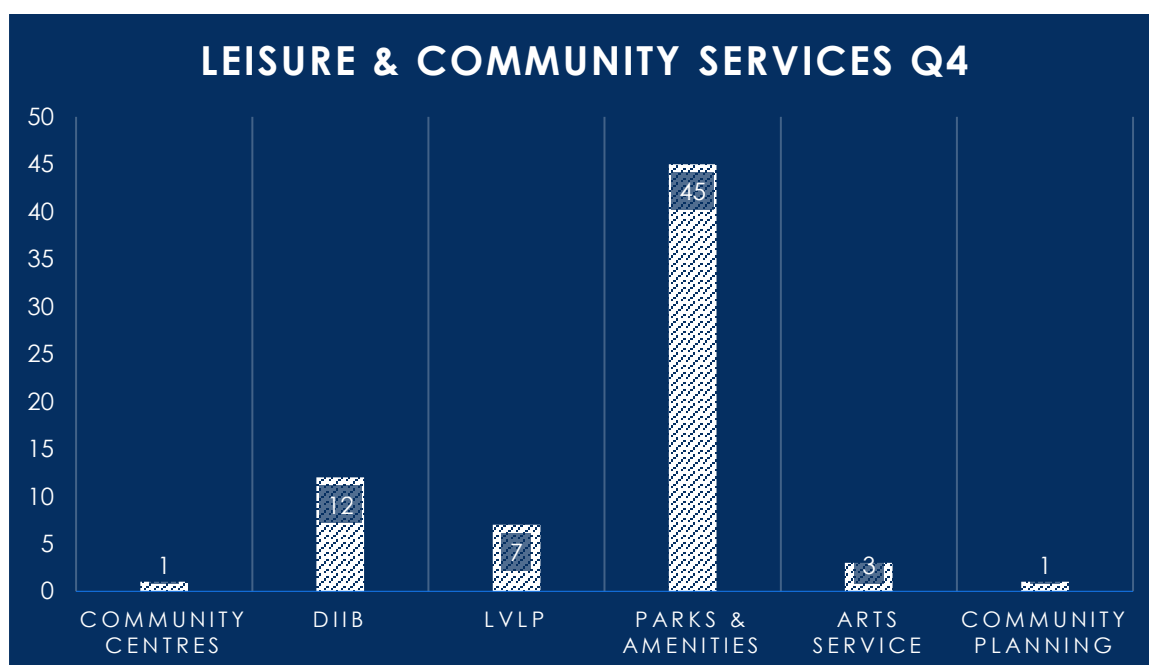
### 1.2 A breakdown of calls received for the Environmental Services Department is as follows:



Overall **732** calls were logged to Environmental Services:

- **634** Waste Management and Operational Services - 516 calls were in relation to Domestic Refuse Collection - missed bins/damaged bins and bins going missing.
- **89** Environmental Health – fly1 tipping and dog control issues continue to be the main reason for logged Service Requests. The majority of calls received for Environmental Health continue to be through the Reportall App.
- **8** Building Control – Street nameplate repairs/replacements
- **1** Planning Enforcement – Enforcement case

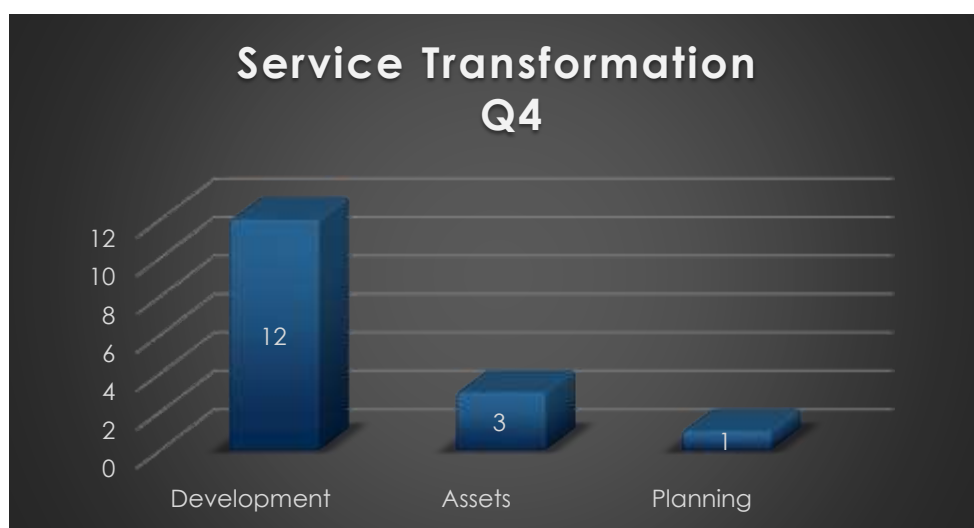
**1.3 A breakdown of calls received for Leisure & Community Wellbeing is as follows:**



Overall **69** calls were logged to Leisure & Community Wellbeing:

- **45** Parks & Amenities - The Brambles, Wallace Park, Queen Elizabeth Playing Fields, bins at LVI, Hillsborough Play Park, Castle Gardens, Trees, Blaris Cemetery, Duncans Dam, Barbour Playing Fields, Colby Park, Hillsborough Village Toilets, property damage and Billy Neill Halt.
- **12** DIIB - Indianaland, ice skating and bookings.
- **7** LVLP - Bookings, Vitality membership, staff attire and information regarding swimming pool provision.
- **1** Community Centres – Moneyreagh Community Centre
- **3** Arts Service – Compliments
- **1** Community Planning – Grant application

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



**16** calls were logged under Service Transformation:

- **12** Economic Development - Christmas Lights, Hillsborough Forest Park (access, Sculpture Trail and the car park) and the lack of appropriate signage for toilets within Lisburn City Centre.
- **3** Assets - faulty lighting at Moat Park, potholes at Dundonald Omniplex and thanks for installing a street nameplate.
- **1** Planning – response time

**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	3	0	3
Centre Management	1	4	6	0	11
<b>TOTAL</b>	<b>1</b>	<b>4</b>	<b>9</b>	<b>0</b>	<b>14</b>

4 complaints were received and were in relation to the foot bridge being closed at LVI, restricted access to toilets at LVI for a member of the public and 2 complaints were regarding the lack of bar facilities at a recent event. The 9 compliments received were in relation to events/conferences at LVI and excellent customer service.

## 2.0 Complaints Analysis

	Q1 2022/2023	Q2 2022/2023	Q3 2022/2023	Q4 2022/2023
Chief Executive	0	0	0	0
Environmental Services	89	105	104	120
Finance & Corporate Services	3	4	8	4
Leisure & Community Wellbeing	56	55	40	44
Service Transformation	144	15	14	13
<b>LCCC Complaints Total</b>	<b>292</b>	<b>179</b>	<b>166</b>	<b>181</b>
Non Council Complaints	50	43	23	47
<b>Total inclusive of Non Council</b>	<b>342</b>	<b>222</b>	<b>189</b>	<b>228</b>

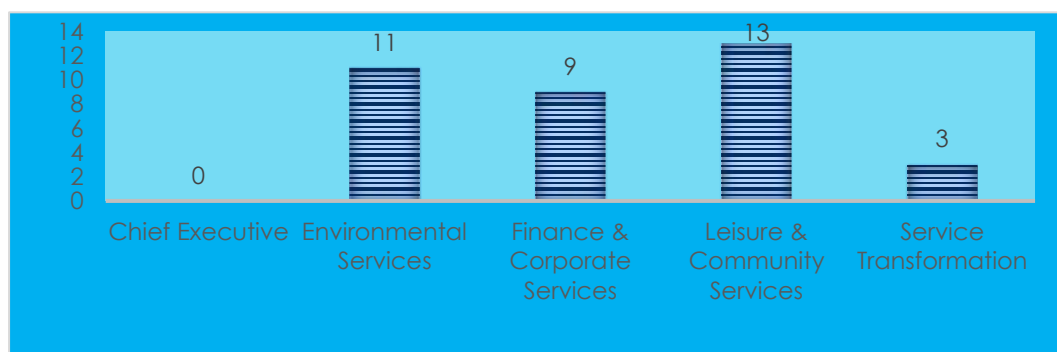
There was a slight increase **(15)** on the number of complaints received during Q4. The table below provides some examples of the comments and complaints received during this period.

	Directorate	Unit/Area	Issue
<b>Comment</b>	Environ. Services	Refuse Collection (Domestic). Waste Mgmt. Amenity Sites	Lost/Found bin, bin placement Disposal Queries Collections from sites
<b>Comment</b>	Leisure & Community Services	Parks & Amenities  LVLP Community Planning	Land at Billy Neill, Castle Gardens Parking/Batting Cage at Hydebank ASB at Duncan's Dam Bio-diversity, Use of Pesticides Hillsborough Forest, CCTV Enquiry External area Information Re. Grant Application
<b>Comment</b>	F&CS	Centre Management	Information
<b>Complaints</b>	Environ. Services	Refuse Collection  Bryson House Administration  Waste Management Street Cleansing Street Cleaning Bulky Waste Amenity Sites	Bins not collected/damaged/missing Recycling, Back Door Collections Customer Service, Disposal Query Property Damage Missed collections, spillages, liners not delivered, staff conduct Bulky Waste, Sensitive Information Customer Service Website Information Disposal queries Sweeping, litter bin provision Frequencies Not collected Disposal Query, Access



	Directorate	Unit/Area	Issue
Complaints	Finance & Corporate Services	Centre Management	Footbridge at LVI, toilet access Lack of bar facilities at a recent event
Complaints	Leisure & Community Services	Community Centres Parks & Amenities  LVLP  DIIB	Customer Service Queen Elizabeth Playing Fields Wallace Park, Warren Park Bins at LVI, Hillsborough Play Park, Castle Gardens, overgrown trees, Duncan's Dam, Blaris Cemetery, Barbour Playing Fields dog area, Colby Park access, damage to property, Mayors Parade, Billy Neill Bookings, Vitality, swimming pool availability, staff attire Indianaland, Ice rink/skating aids, customer service, bookings, external area
Complaints	Service Transformation	Assets Regeneration Tourism  Planning	Moat Park lights, Potholes Events, City Centre issues Hillsborough Forest Car Park Hillsborough Forest access Hillsborough Forest Sculpture Trail Lack of response

### 3.0 Compliments



There were 36 compliments received during Q4. The following table shows a breakdown of compliments by service area:

Directorate	Unit / Area	Compliment
Environmental Services	Operational Service Environmental Health	Customer Service Council assistance
Finance & Corporate Services	Centre Management Registration	Customer Service
Leisure & Community Wellbeing	Parks & Amenities	Christmas tree at Ravarnet Thanks for provision of firewood, making of bird feeders & establishing a woodland area Moira Primary School.

	Dundonald International Ice Bowl	Thanks from Drumbeg Garden Society & Lisnagarvey Bowling Club. Customer service at Indiana-land and after an accident on the ice rink.
Service Transformation	Economic Development	Customer Service Events

A few examples of the compliments received were as follows:

**ENVIRONMENTAL SERVICES**

*Hi, Can I please pass on my thanks to your road sweeping staff. They tried to sweep the road last week during the cold spell and were unable to complete fully but came back this week and finished the job. Excellent service really appreciate. 24/01/23*

**ENVIRONMENTAL SERVICES**

*I was at the Recycling Centre, Carryduff this afternoon (6/2) and I would like to commend one of the staff. Unfortunately I didn't get his name however I understand it was his first day in the job. I was impressed with his helpful and pleasant manner. I hope you can identify him and pass on my best wishes for his new job. He will be a great asset to the service. 07/02/23*

**FINANCE & CORPORATE SERVICES**

*We enjoyed the pantomime on Saturday. Our thanks to you both for the help we received in setting up the arrangements prior to our visit and on the day of our visit. Your Front of House Staff could not have been more helpful with regard to ensuring everyone was seated safely on arrival and making sure our departure from the venue was carried out in a safe way as well. Thank you also for the drinks arrangements during the interval. I would like to express these sentiments to your Chief Executive in writing as well if you would let me have his or her name and email address. Because of your help and attention to detail in making our outing such a success we are looking forward to our next outing to the Island Centre in the near future. 18/01/23*

## FINANCE & CORPORATE SERVICES

*Just a short email to say, thank you, for all your help and support in advance of the Orange Community Awards. I greatly appreciated your co-operation leading to our first events since 2020! Please also pass on my best thanks to Uel and his team, who assisted us greatly on the evening. Also, please say thank you to Tim and Chris for looking after all the technical stuff. Whilst it was an easier production this year, it's great to have the reassurance of the two guys upstairs. I sincerely appreciate their time and above all else, patience with me! 20/03/23*

## LEISURE & COMMUNITY SERVICES

*Came to the ice bowl today as my son wanted to go to Indiana Land. When we arrived the lady at the desk said it was fully booked until after 4. My son was almost in tears as he really wanted to go there as his daddy passed away 7 days ago and his funeral was on my sons 6th birthday and his 'dada' had taken him here before.*

*When I told the lady this she let us in and about half an hour later came in and found us and gave my son a goodie bag with some treats in it for his birthday. This honestly made me cry and I just want to say thank you so much to this woman for making the worst week of my life a bit better and helping cheer my son up after the loss of his dada. Thank you. 10/02/23*

## LEISURE & COMMUNITY SERVICES

*Just wanted to officially register our sincere thanks to you and your team for helping with the launch of the Native Woodland Project at NWP's Glenside Road facility – tied in to and inspired by the Big Tree Project you have been at the heart of in LCCC. Really great example of what effective collaboration can look like to help make a difference to the places we live and work. We're excited to watch the return of precious native species to the Belfast Hills and Lagan Valley take shape in earnest in the years to come! Wishing you continued success with everything you're doing at the council in this area – truly inspiring stuff and we look forward to continued collaboration in the future!! 30/03/23*

## SERVICE TRANSFORMATION

*I cant thank you all enough, Tuesday night left me feeling very positive it has been a tough final few weeks and the stress levels and emotions ran high. The positivity and feedback from all attendees has been so uplifting and just what we needed. Messages of encouragement on social media from both friends and strangers has given me great excitement for 2023. All at the council have done so much help us on the way. I look forward to working in tandem to help showcase Royal Hillsborough and the greater council area. 04/01/23*

## SERVICE TRANSFORMATION

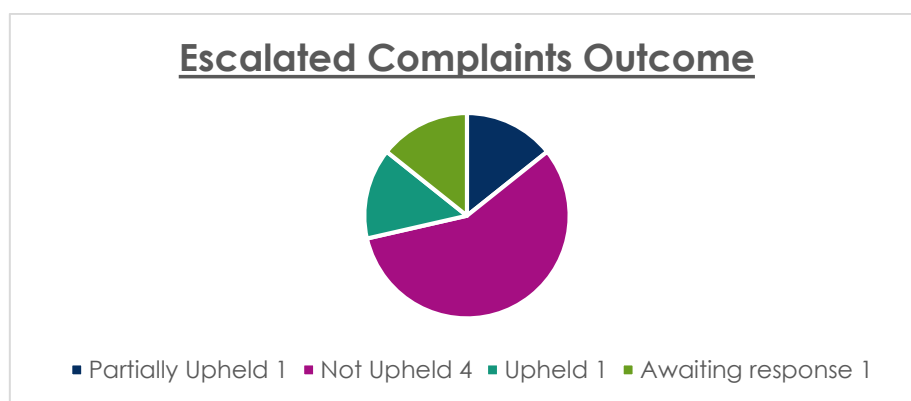
*Good morning, thank you so much for including me in your subject meeting yesterday morning. The opportunity to network with friends and business colleagues was most valuable and much appreciated. The warm welcome by Mr Ewart was much appreciated. However, it was Mr Burns, chief executive who was so genuinely interested in assisting the business community in the LCCC area, even though he had little financial resources available. Another person who impressed me was Mr Paul McCormick who so quietly, yet professionally chaired our group around the table. So good to meet and chat with other's and share our thoughts and ambitions in making Lisburn a much more successful and desirable location to live, educate our young people, socialise and inspire confidence in improving the shopping experience and providing a safe and welcoming environment. Again thank you for including me. Wishing LCCC continuing success in improving the shopping experience and welcoming new customers with open arms . You LCCC have come so far, yet you have still got so much to offer and continuing on your upward trajectory I have every confidence that Lisburn will be an attractive proposition for new retail investors and importantly, many more customers. 27/02/23*

## 4.0 REPORTALL APP

There were **88** calls logged to Customer Care that were received through use of the ReportAll App. 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 animal welfare, litter bins needing emptied, street cleansing/sweeping, litter, reports of dead animals, anti-social behaviour, graffiti, noise pollution, facilities damaged, abandoned vehicles and Health & Safety. This continues to be a well-used method of communication for the public.

## 5.0 ESCALATED COMPLAINTS

There were 6 complaints escalated to Stage 2 – Director Level in Q4. One remains open and within the timeframe for a response. The 5 remaining complaints have now been closed. Three have been closed, not upheld, one has been closed upheld and one closed partially upheld. One further complaint that was escalated in Q3 has also been closed, not upheld.



There has been 1 complaint escalated to Stage 3, NIPSO in Q4.

Reference	Date Escalated	Directorate	Complaint
CC Ref. 050007	3 <sup>rd</sup> January 2023	Service Transformation	Planning

There were 3 complaints closed at Stage 3, response sent to NIPSO in Q4.

Reference	Date Escalated	Directorate	Complaint	Outcome
CC Ref. 047555	6 <sup>th</sup> December 2022	Service Transformation	Planning	Awaiting Decision
CC Ref. 050007	3 <sup>rd</sup> January 2023	Service Transformation	Planning	Awaiting Decision
CC Ref. 051395	21 <sup>st</sup> December 2022	Finance & Corporate Services	Reimbursement for Waste Collection	No further action – 7 <sup>th</sup> March 2023

Council received notification from NIPSO regarding 2 complaints in Q4 that had been escalated previously.

Reference	Date Escalated	Directorate	Complaint	Outcome
CC Ref. 040949	13 <sup>th</sup> January 2022	Service Transformation	Planning	No further action – 20 <sup>th</sup> January 2023

CC Ref. 037856	28 <sup>th</sup> January 2022	Leisure & Community Wellbeing	Tree cutting/removal	No further action after appeal by complainant– 28 <sup>th</sup> February 2023
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### 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 **87** surveys sent out with a return of **11**.

DEPARTMENT	EXCELLENT	GOOD	ACCEPTABLE	POOR	TOTAL
CHIEF EXECUTIVE	0	0	0	0	0
ENVIRONMENTAL SERVICES	7	1	0	1	9
LEISURE & COMMUNITY	1	0	0	0	1
SERVICE TRANSFORMATION	0	0	1	0	1
<b>TOTAL (As a %)</b>	<b>8 (73%)</b>	<b>1 (9%)</b>	<b>1 (9%)</b>	<b>1 (9%)</b>	<b>11</b>

When customers receive their Satisfaction surveys they are asked for a one word reply. Excellent, Good, Acceptable and Poor. As the above table shows, **91%** of those who returned their survey rated their correspondence as Acceptable or above. On occasion they will also provide a comment, see below some examples:



“With regards to my complaint I would rate it as excellent in how it was dealt with. Thank you.” 24/02/23



“Hi, I have been very pleased with the service I have received regarding replacement bin and removal of bulk items. All was resolved quickly and promptly. I am happy to rate my experience as excellent.” 14/03/23



“I would rate the response I received from Supervisor Richard Fleming as Excellent. He emailed me and also spoke on the telephone so I feel the matter has been properly attended to.” 27/03/23



## Governance & Audit Committee

22<sup>nd</sup> June 2023

### 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. Council must produce an annual Performance Improvement Plan (PIP) in order to meet the requirements of the Local Government Act (NI) 2014.
2. This PIP details the Council's Performance Improvement Objectives for the year and how Council will deliver upon these objectives.
3. It is Council's responsibility to be accountable and transparent to the ratepayer.
4. As part of Council's performance management responsibilities, monitoring reports on all the projects that will demonstrate improvement against the Performance Improvement Objectives are reported on a quarterly basis to committee.
5. Attached under **Appendix I**, is a quarterly monitoring document on all the projects that will demonstrate improvement against the 2022/23 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 2023 inclusive.
6. Attached under **Appendix II** is a report from the 'Performance Management System' which details the Performance Improvement Key Performance Indicators (KPIs) results

for the period January – March 2023 inclusive. There were 27 Performance Indicators for the 2022/23 financial year.

7. 25 KPIs were achieved by the end of March therefore **93%** of our Performance Improvement KPIs scheduled for completion at the end of the financial year were achieved.
8. The 2 KPIs which were not on target at the end of the financial year have specific reasons for not being achieved. These are set out below:
9. **KPI Reference 218**; This KPI refers to the provision of a Digital Grant Aid System. Although a digital grant aid system was not launched during the year, an electronic application form for grant aid has been implemented on an interim basis until a bespoke digital solution will be fully developed during 23/24. As a result of this extended timeline, it is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan. Work on this project is underway and further updates will be brought to this committee in the quarterly monitoring reports on the Performance Improvement Objectives for 23/24.
10. **KPI Reference 219**; This KPI refers to Community Conversations in Drumbo and the development of a village plan. The Community Conversation for Drumbo was planned to take place in Q4, initial conversations did take place with the Community Association and elected members. It is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan with a further commitment to complete such conversations in an additional 2 communities located in the Castlereagh side of the council area.
11. 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?

If no, please provide explanation/rationale

N/A



If yes, what was the outcome?:

**Option 1**

Screen out without mitigation

No

**Option 2**

Screen out with mitigation

No

**Option 3**

Screen in for a full EQIA

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?

No

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

No

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

**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 2023 inclusive  
**Appendix II** details the KPI results for the period January – March 2023 inclusive

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

No

**If Yes, please insert date:**





## **Performance Improvement Objectives 2022/23**

### **Quarter 4, 2022/23**





## Performance Improvement Objective (1) - SUMMARY

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

### Improvement project 1

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

#### Success Measure

We have launched a Digital Grant Aid system during 22/23

#### Quarterly Update

An electronic application form for grant aid has been implemented on an interim basis until a bespoke digital solution is fully developed during 23/24. It is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan.

### Improvement project 2

Continue 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.

#### 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

The last 2 Participatory Budgeting events took place in Downshire East & Lisburn North DEAs in quarter 4. The Downshire East community marketplace event had a total of 879 voting papers completed & 15 groups were awarded a total of £15,000.  
 The Lisburn North community had 1024 voting papers completed & 15 groups were awarded a total of £14,950.

### Improvement project 3

Enable our citizens to influence decision making through community conversations in Annahilt and Drumbo

#### Success Measure

A village plan has been developed for Annahilt by the end of September 22 and for Drumbo by the end of March 23.  
 We can evidence by case studies the difference the community conversations have made.

#### Quarterly Update

Anahilt - complete.  
 The Community Conversation for Drumbo was planned to take place in Q4, initial conversations did take place with the Community Association and elected members. It is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan.

**Improvement project 4**

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.

**Success Measure**

- We have carried out Customer Engagement during Q2
- We have reported on outcomes from customer engagement and detail any improvements made or recommended by end of March 23.

**Quarterly Update**

Customer engagement took place during Q2.  
Usage of online services has been analysed during Q4 and continues to increase.  
Customer engagement was analysed during Q3 & Q4.  
(Further detail can be found on pages 8&9 of this report.)

**Improvement project 5**

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.

**Success Measure**

- 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.

**Quarterly Update**

During Q4 a total of 20 applicants were surveyed, as part of the Entertainment Licensing process, to determine if they had accessed the online Entertainment Licensing guidance. All of those surveyed were familiar with the application process.



## Objective 1 2022/23 - DETAIL

**We will continue to improve our citizen engagement methods and ensure accessible 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
This project has commenced and is being carried forward into 2023/24.	An electronic application form for grant aid has been implemented on an interim basis until a bespoke digital solution is fully developed during 23/24. It is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan.

Performance Improvement Project 2 Q4 outcomes	Feedback and Testimonials
<p>The last two Participatory Budgeting events took place in Downshire East and Lisburn North DEAs in quarter 4.</p> <p><b><u>Downshire East</u></b> – 14 January 2023</p> <p><b><u>Lisburn North</u></b> - 4 March 2023</p> <p>On Saturday 14 January 2023 the Downshire East community marketplace event took place in Legacurry Presbyterian Church Hall. A total of 879 voting papers were completed and 15 groups were awarded a total of £15,000. The Lisburn North community event took place on Saturday 4<sup>th</sup> March 2023 in Harmony Hill Presbyterian Church Hall. There were 1024 voting papers completed and 15 groups were awarded a total of £14,950.</p> <p>Across 4 DEAs (Downshire West, Lisburn South, Downshire East &amp; Lisburn North) 94 groups participated in the community marketplace events engaging 3300 residents in the voting process. We made 62 funding awards totalling £60,710 invested in the 4 DEAs</p>	<p><b>Participatory Budgeting case studies</b> - In Quarter 1 of 2022/23 the Participatory Budgeting Initiative was launched in the Downshire West DEA. Below are two case studies of successful projects.</p> <p><b>Proms in the Car Park</b> Hillsborough Presbyterian Church held a Proms in the Car Park event in the grounds of their Church during summer 2022. Music was provided by a variety of home-grown performers including Downshire Primary School and locally known soloists and musicians. The musical extravaganza attracted 280 adults and 50 children. The children were entertained by face painters and balloon modelling. Each child was given a goodie bag with confectionary and juice.</p> <p>All residents in Hillsborough Village were invited to attend with a special invitation to young adults with learning difficulties. This was the first opportunity since COVID that the Church was able to engage with this group of young adults. Positive feedback was received from many attendees saying how much they enjoyed the event and how it had really lifted their spirits. There was great participation from the audience throughout the event. It is hoped this will now become a regular occurrence in the Church’s annual calendar.</p>



**Moira Players – funding for new lighting equipment.** Moira Players secured through Grand Choice for a new lighting system. This will enable the group to create “mood” lighting and focus light on specific parts of their small stage during performances. The new lighting system was greatly needed as during productions the sets are rearranged in front of the audience with no curtain to screen the changes. The enhanced lighting has improved the overall experience for audiences and has added to the professionalism of their productions. In May 2022 Moira Players delivered four performances Blood Brothers in Moira Presbyterian Church Hall. Audiences totalling 204 people enjoyed the play over four nights. The productions were well received with positive feedback posted on their facebook and website (see sample above).



The group considered the attendance numbers reasonable as this was their first show since March 2020. They intend to build on this and attract larger audiences in future as confidence grows in attending live performances and their reputation improves for delivering high quality shows. The group have said they feel that attendance at live performance has positive effects on wellbeing and social interaction as it brings people out from across the community to enjoy and share their experiences and interact. A further positive impact was the recruitment of several new younger actors in 2022, two of whom starred in the recent performance taking on lead roles with confidence.



*Examples of the new lighting system used during the performances of Blood Brothers by Moira Players.*

Case studies for the participatory budgeting tranches in Lisburn South, Downshire East and Lisburn North will be reported on later in the year following the completion of projects.



Performance Improvement Project 3 Q4 outcomes

Feedback and Testimonials

The Village Plan for Annahilt has been completed. See *opposite column for case studies*.

The Community Conversation for Drumbo was planned to take place in Q4, initial conversations did take place with the Community Association and elected members. It is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan with a further commitment to complete such conversations in an additional 2 communities located in the Castlereagh side of the council area.

**Community Conversations:** On the evening of Monday 20th June 2022 Anahilt Primary School hosted a consultation of community members, elected members, council officers & representatives from other statutory bodies for discussions around village improvements, to discuss the development of a village plan. There were approximately 70 people in attendance. The Village Plan and Action Plan is now complete and has been agreed with Anahilt and Magheraconluce Community Association.

Update on Annahilt shown in photos below:

1. Kissing gate and new bin
2. Sign on gate
3. 3 x raised beds (DDA compliant)
4. Wooden / corrugated plastic ploytunnel
5. Wooden garden shed
6. 4 x water butts (one attached to the wooden shed, two for the primary school and one for the scout hall)



7. The reading corner – log and stumps brought and made from a log in Derriaghy Glen
8. New fencing throughout
9. Signage made by Paul McMillan (who works in Moira Demesne)



Performance Improvement Project 3 Q4 outcomes

Feedback and Testimonials



- 10. 8 x hi-vis branded vests
- 11. 8 x litter pickers
- 12. 2 x park benches (plus 2 x picnic tables not in photo)
- 13. A new bin at the garden opposite the play park
- 14. 6 x large planters at the primary school (filled with compost)
- 15. Additional hanging baskets opposite the shop
- 16. Garden in vacant property cleared of vegetation and stumps treated to prevent regrowth
- 17. Floral planters at 3 of the village signs on the approach roads to the village



## Performance Improvement Project 4 Q4 outcomes

## Feedback and Testimonials

**Building Control** - 4 Online Services have been operational through Q4.

Building Control Online service	No. of Applications Received during Q4	% of online applications of all applications
Building Notice Applications	286	77%
Regularisation Applications	101	67%
Property Certificate Applications	329	60%
Building Regulation Inspections	0 IT revisions required	0 Revisions to limit applications to LCCC area have now been completed and this customer focused service will be live, available for customers from April 2023

**Environmental Health** – All 3 Online Services have been operational throughout Q4:

Environmental Health Online services	No. of Applications / Requests Received during Q4	% of online applications of all applications
Funeral Director Portal	102	89%
Noise App	29	26%
Dog Licensing	2657	74%

Both services have been developing methods of engagement to obtain customer feedback, including:

Building Control Methods of Engagement	Environmental Health Methods of Engagement
Development of smart-survey on Social Media using a link to those having used the online portal. A manual telephone questionnaire is currently being utilised to engage with online customers prior to this electronic version going live.	Development of a smart survey on Social Media using a link to those having used the online services has continued its development during Q4.
The telephone questionnaire identified that 95% of our online customers were very satisfied with the on line functionality provided to date.	Consideration of capturing customer feedback through existing systems has continued during Q4 in conjunction with our IT provider.
Developing Customer Forums and Focus Groups to explore customer needs, satisfaction levels and improvement options for on line service provision.	

The Building Control and Environmental Health Service Unit have continued to assess and implement service improvements and recommendations that were identified and were possible during Q4 including ongoing development options with the IT provider to improve the following service opportunities:

- Improvements to suspense account use
- Improvement to map uploads
- The development of a drop down box to request additional information
- An integrated help section
- Web page redevelopment to make online services more prominent
- The ability to make online inspection requests
- Introduction of a text messaging dog licence reminder pilot scheme through GOV Notify.

Waste Management and Operational Services had 1,375 'Binformation' subscribers during Q1 this has grown to 4,189 at the end of Q4.

The following feedback, comments and improvement suggestions were received by the Building Control & Environmental Health at their customer forums:

Customer Forum	User Experience
Solicitors	Solicitors identified a high level of satisfaction with the online property certificate submission service & its development (95% approval)
Architects	Architects expressed a high level of satisfaction with the Building Notice on line provision. (90% approval) On line plan submission remains the greatest Improvement suggested to improving the service provided by LCCC
Developers, Agents and Homeowner Forum	Customers identified a very high level of user satisfaction with the on line services identified. (96%) The ability to conduct business & make applications from the office/home was considered to be a very efficient & effective development from LCCC

Customer Forum	User Comments
Solicitors	This service was essential during the Covid 19 lockdown period when we had to work from home. We have since made it our preferred method of application. An excellent initiative that we now use in our everyday business...well done! When can other Councils provide this service online? Fast, efficient and very useful in carrying out Local Authority searches A really great improvement for this service delivery
Architects	The Building Notice on line service is excellent for small works. The service is very user friendly, quick and easy and very efficient
Developers, Agents and Homeowner Forum	The ability to submit multiple Building Notice applications on line at the same time & to pay electronically is an excellent service & a great time saving outcome. The on-line Regularisation service was fantastic given the need to get a fast turnaround when the works could be inspected & approved prior to a house sale. Excellent use of resources by LCCC that provide efficient outcomes...well done! The on line service was easy to use & helped me progress my application very smoothly. Dog licensing on line is a great service. It saved me a lot of time & was extremely easy to use. I was worried when I was made aware that I had to make an application to Building Control. However, I was able to make my application, request my inspection & receive my completion certificate electronically. This was a great service

Customer Forum	User Improvement Suggestions
Solicitors	<ul style="list-style-type: none"> <li>• In response to the user group suggestion, suspense account opportunities have been promoted and communicated to conveyancing solicitors as a business opportunity.</li> <li>• An improvement to the upload for map imaging is being developed in association with our IT provider.</li> <li>• The inclusion of the address of the property certificate on the receipt email is being developed in association with our IT provider.</li> <li>• Consideration of the development of a drop down box to request additional information when applying for a property certificate is being discussed with The Law Society NI.</li> </ul>
Architects	<ul style="list-style-type: none"> <li>• The development of an on-line plan submission service is being considered in conjunction with our IT provider and other Local Authority Building Control Services.</li> <li>• The development of on-line plan submissions may be trialed for small scale jobs that require a full plans application to test how working practices are suitable during 2023.</li> <li>• The development of an on-line help section and job tracker option is being investigated with our IT provider.</li> </ul>
Developers, Agents and Homeowner Forum	<ul style="list-style-type: none"> <li>• The LCCC website is currently undergoing a redevelopment that will help to improve the access to on-line services during 2023</li> <li>• The identification and ability to request on-line inspections will be more prominent in this design refresh.</li> </ul>

The Binformation Newsletter has added over 250 users per quarter since launch in June 2020

Period	Number of Binformation Subscribers	+/- change
April to June 2022	1375	+321
July to Sept 2022	3306	+1931
Oct to Dec 2022	3966	+660
Jan to March 2023	4189	+223

The waste section of the council website consistently accounts for more than 25% of total views of Council website content.

Household waste, Recycling Locations and Trade waste were the top three viewed sections for 2022/23. Collection days and holiday information page is consistently the highest viewed individual page.

Performance Improvement Project 5		Feedback and Testimonials
Q4 outcomes		
Entertainment Licensing guidance has been provided online and will be reviewed annually and updated if required.	Entertainment Licensing guidance was provided online during Q1 and will be reviewed annually and updated if required. During Q4 a total of 20 Entertainment Licence renewal applications were received. As part of the renewal process, the applicants were surveyed to ascertain if they had accessed the Entertainment Licensing guidance available online. All of those surveyed were familiar with the application process.	



## Performance Improvement Objective (2) - SUMMARY

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

### Improvement project 1

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

#### Success Measure

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

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

#### Quarterly Update

Final report on the research received Jan/Feb 2023.  
 Customer and staff suggestions/feedback is considered as part of the Service Improvement Plan.  
 Outcomes are relayed through 'You Said We Did' and 'Planned Improvement' posters.  
 Self-assessment of customer service for 2022-23 was carried out by end March 2023.  
 Consideration of opportunities for an improved customer experience will be taken forward in the coming months.

### Improvement project 2

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.

#### Success Measure

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.

#### Quarterly Update

##### Summary of Q4 Council led activities that seek to maintain and improve physical and mental wellbeing of our citizens

##### Qtr 4 Summary CSAW Project January - March 2023

Total C-SAW programmes	25
Total participants	539
Total Under 18 years	262
Total 18-59 years	90
Total Over 60s	187

##### Woodland & Horticulture Programmes

The number of woodland programmes is 11  
 The number of horticultural programmes is 2  
 The total number of participants is 368

##### Biodiversity Project Jan - March 23

Total Biodiversity projects	9
Total participants	280












## Objective 2 2022/23 - DETAIL

**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 / 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 Q4 outcomes	Feedback and Testimonials		
<p>The consultant Otium was appointed by the end of June 22. Research was completed by the end of September aside from focus groups which had to be postponed due to impact of the Industrial Action. There were 1510 responses to the Vitality survey including 579 non-members. Initial infographic report was received in draft format in late September. <i>Some feedback provided in opposite column.</i></p> <p>Independent research concluded with focus groups at the end of October 2022. Final report received January 2023. Customer and staff suggestions/feedback is considered as part of the Service Improvement Plan. Outcomes are relayed through 'You Said We Did' and 'Planned Improvement' posters. Self-assessment of customer service for 2022-23 was carried out by end March 2023. Consideration of opportunities for an improved customer experience will be taken forward in the coming months.</p>	<p style="text-align: center;">Vitality Membership Scheme – Feedback Survey 2022</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 33%; padding: 5px;"> <p style="text-align: center;"><b>81%</b></p> <p style="text-align: center;">of respondents were attracted to join Vitality as they felt it was 'Good Value for Money'.</p>  </div> <div style="width: 33%; padding: 5px;"> <p style="text-align: center;"><b>68%</b></p> <p style="text-align: center;">feel it is much easier to be physical active across the Council area.</p>  </div> <div style="width: 33%; padding: 5px;"> <p style="text-align: center;"><b>60%</b></p> <p style="text-align: center;">are more aware of the benefits of physical activity.</p>  </div> <div style="width: 33%; padding: 5px;"> <p style="text-align: center;"><b>86%</b></p> <p style="text-align: center;">of respondents feel the scheme has the potential to encourage people to be more active.</p>  </div> <div style="width: 33%; padding: 5px;"> <p style="text-align: center;"><b>61%</b></p> <p style="text-align: center;">feel it is easier for their family to do physical activities together.</p>  </div> <div style="width: 33%; padding: 5px;"> <p style="text-align: center;"><b>73%</b></p> <p style="text-align: center;">of respondents feel due to Vitality they/their family will be able to continue to be physically active in the long term.</p>  </div> <div style="width: 33%; padding: 5px;"> <p style="text-align: center;"><b>68%</b></p> <p style="text-align: center;">are more confident they can be healthier through activities available in the Vitality membership scheme.</p>  </div> </div>		

## Vitality Membership Scheme – Feedback Survey 2022 – Testimonials

"After retiring the thing I missed most was the social aspect of being in work i.e. conversing/socialising with different people. Soon after taking out Vitality membership and doing the different classes on offer it wasn't long until I met new friends which filled in the void left after retiring. This is something I value very much for mental well-being."

"I have spent months in front of a computer learning software development and I was getting heavy and unfit and depressed. The Vitality membership has given me and my family a way to be together that benefits our long term health and helps keep us on track for our goals"

"Having reached 67, I had 2 years of being diagnosed with clots in my lungs and felt old really quickly. I was overweight and when I had finished my medical treatment for the clots promised myself to get more active. I had only talked about it but never took any action. Then my son said he had booked himself and me into a swimming session and I nearly died, too old, too fat not the right costume etc etc etc all the excuses I could think of as to why I shouldn't go. My son was very good and didn't take no for an answer. He helped me in and out of the pool that day and never said anything negative as to how I looked or my old fashioned dress like costume. He kept saying this will start you and it was then I looked up the aqua fit classes and later joined Vitality for easy booking online. I have now lost 2 stone and try to go every week and am looking at other classes I might try."

"We initially took out the Vitality Membership as my wife was exploring becoming more active. She was keen to go to a gym where she wouldn't know other people due to a lack of confidence after having our first baby. When we explored the membership we realised how as a family we would have access to so many activities that we would be so much more engaged with each other. Over the past 2 years our family has grown and we now have 3 children. The membership continues to be a vital part of our monthly outings and with such a variety of activities we can keep the kids active both physically and socially for a reasonable cost. It has been harder for myself and wife to use the facilities for the gym and classes owing to family life but we definitely see a return to both in time. Other than that we have been absolutely delighted with our membership"

"I have a job that can be very physically, mentally and emotionally demanding. Having a Vitality Membership allows me to access resources that support me to maintain my physical and mental health. I see using this service as an act of self-care. The benefits of being able to access facilities to be physically active in such a flexible and comprehensive way makes it easier for me to incorporate fitness into my lifestyle."

Performance Improvement Project 2 Q4 outcomes

Feedback and Testimonials

**Summary of Q4 Council led activities that seek to maintain and improve physical and mental wellbeing of our citizens**

**Qtr 4 Summary C-Saw Project January – March 2023**

Total C-SAW programmes	<b>25</b>
Total participants	<b>539</b>
Total Under 18 years	262
Total 18-59 years	90
Total Over 60s	187

Parks & Amenities

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.

**CSAW Activities: January - March 2023**

Schools Horticulture Programme

We continued delivering horticulture programmes to schools during this quarter due to the success of the programmes previously. This quarter we attended Old Warren Primary School, St Colmans Primary School, Meadow Bridge Primary School, Dundonald Primary School and Maghaberry Primary School. Activities included in the sessions we provided was working in poly tunnels, weeding, seed sowing, planting trees & plants, arts & crafts, bird walks and bug hunts.



**CSAW Physical Activity Programmes**

Chair Based Exercise Programme

On Friday 13<sup>th</sup> January we started a 6 week chair based exercise class with Drumlough Community Association at Drumlough orange Hall. Drumlough is a rural area and the participants said it can be very isolating living there so were delighted we were able to come out to them to deliver this programme. As Drumlough is a rural area the houses are well separated from each other and not easy for the community to get together so the feedback received showed that programmes like these are so well received and brings the community together.



**Pilates**

On 30<sup>th</sup> January we started an 8 week Pilates programme at Lough Moss Leisure Centre for Over 60's. We run this programme 3/4 times throughout the year. We get great feedback for this programme. One participant said now she is retired the programme gives structure to her week and is something she looks forward too. Multiple participants commented on how much fun they have during the class as well as it being beneficially physically to them.

**Horticulture Programmes**

During this quarter we ran an 8 week horticulture programme for South Eastern Regional College Lisburn Campus Students. This group of students have various



Performance Improvement Project 2 Q4 outcomes

Feedback and Testimonials

different learning disabilities and are completing a Level 1 course which aims for the students to acquire job skills to help gain employment. The tutors for the group said the 8 week horticulture programme provides the students with lots of different skills that will help them gain employment. The students really enjoyed the course and provided lots of positive feedback. One student enjoyed the programme so much they even said they would like my job, hopefully that can be seen as positive feedback.



**Bird Walks**

We held bird walks on the 6<sup>th</sup> and 13<sup>th</sup> March for the general public. On the 6<sup>th</sup> March we had a bird walk at Billy Neill Country Park and on the 13<sup>th</sup> March it was at Hillsborough Forest



Park. On the 27<sup>th</sup> March we held a bird walk again at Billy Neill Country Park for the Live Life Well Being Centre. The bird walks were led by local expert Dot Blakely. These walks were enjoyed by all who took part which was reflected in the feedback we received. The comments included “*very well led, fun atmosphere, friendly and welcoming, would definitely recommend*” & “*Exceeded expectations, great morning, Dot was very interesting, amazing how many different birds we saw*”.



**Nutrition & Safety Roadshow**

We held a Nutrition and Safety Roadshow on 22<sup>nd</sup> March for residents in the Lisburn and Castlereagh Council area over 60. We had Claire Clerkin a registered nutritional therapist deliver a talk on the digestive system. We had Helen and Rebecca both of whom are Occupational therapists deliver a talk on safety equipment the attendees could avail of to make their home more safe as well as

explaining how to book an appointment for an Occupational Therapist to come out and assess their home. We also had members from the On NI Digital Initiative team deliver a talk on how the attendees can stay safe online and help prevent from being scammed.

**Other Programmes**

Other programmes delivered this quarter included x5 Baby Massage Classes, CSAW Walking Group, Ten Pin Bowling and Walking Cricket.

**Woodland programmes**

Three local companies chose to have a volunteer day with ourselves at Derriagh Glen and Colby Park. The first was HLB McGuire + Farry in Carryduff who attended with members of their accounting team and took part in a planting day at Colby Park. The team planted over 300 whips and approx.. 400 woodland bulbs. The company really enjoyed the experience and have kept details for future days. 22/03/2023 (13 participants).

**Woodland & Horticulture Programmes**

The number of woodland programmes is 20  
The number of horticultural programmes is 15  
The total number of participants is 672



Performance Improvement Project 2 Q4 outcomes

Feedback and Testimonials

The second company were All-State, a local Software company, attended Derrriaghy Glen for tree planting with 15 staff and planted up to 500 trees. This again was another successful day out for a local company who were delighted with the atmosphere and the feel good factor involved 24/03/2023 (15 participants).



The third company was Deloitte, who are a large global company on our doorstep, with 21 staff members in attendance to plant trees within our Derrriaghy Glen site. The company enjoyed the socialising element of the day and also the idea of 'Plant a tree, leave a legacy' 31/03/2023 (21 participants).

Two staff days for Lisburn Castlereagh City Council were organised in cooperation with our Human Resources department with 19 members of staff from a range of departments partaking in planting approx. 1,000 native tree within Derrriaghy Glen. The general consensus was a good day had by all. 10/11/2022 (19 participants).

Two volunteer sessions, one session clearing our new native tree nursery suite at Bells Lane allotments on 25/01/2023 was attended by five volunteers and a tree planting session at Derrriaghy Glen on 31/01/2023 was attended by seventeen volunteers who helped plant native trees and plant woodland bulbs with a total of 250 native trees and 750,000 bulbs being planted (total of 22 participants).

One day of tree planting was organised on 20/02/2023 for the Health Trust and more specifically a bereavement group called the Forget Me Not group which is a support group for bereaved parents. These trees were being planted in memory of children who had sadly passed. Although this was an emotionally day, it was very uplifting for all who attended and 31 mature trees were planted (102 participants).



A day of tree planting was organised on the Glenside recycling plant owned by Natural World Products (NWP) with a range of organisations in attendance including the Belfast Hills Partnership, LCCC, the Woodland Trust and staff members from NWP with total of 100 trees being planted 24/02/2023 (11 participants).

Volunteer stall was set up at South Eastern Regional College (SERC) campus in Lisburn to promote the Big Tree project during a volunteer day fair. This was attended by 55 members of staff from SERC. 26/01/2023 (55 participants).

A clean up of Saint Patricks Academy Lisburn's grounds, was organised by the Big Tree Project. Three separate classes were in attendance during the day which was enjoyed by all and there is hope this will be an annual event 22/02/2023 (78 participants).

A day of planting trees and woodland flora took place at Mencap's headquarters within Northern Ireland on 09/03/2023. This is was an enjoyable day for both children, parents and staff alike and the play area and surrounding green area within the centre were all enhanced with native trees and flora (18 participants).







**Horticultural programmes**






Two Grow Your Own workshops were held at Bells Lane allotments in conjunction with Natural World Products for the allotment holders on our site. These were put on to promote peat-free compost and organic growing within the allotment plots. 01&30/03/2023 (14 participants).

See following pages for detail on the Biodiversity projects.

**Biodiversity Project  
January – March 2023**  
Total Biodiversity projects 9  
Total participants 280


Biodiversity Events	Date	Venue	Visitor Numbers	Brief Description
<p>1. St Joseph's Primary School</p>	<p>18<sup>th</sup> January</p>	<p>School</p>	<p>2 classes approx. 50 children</p>	<p>The biodiversity officer was invited to St Josephs Primary school to make bird feeders with the children. Two classes enjoyed making them and sent in a letter of thanks (see attached below).</p>  <div style="text-align: center;"> <p>St Joseph's PS, 8 Knockbracken Drive Corryduff BT8 8EX 18/1/23</p> </div> <p>Dear Tracey and Phil</p> <p>Thank you for coming to our school. We know you had lots of things to do to prepare for our visit. You bought all the ingredients, you set everything up and you showed us how to make bird cake.</p> <p>We can't wait to hang up our bird cake and watch the birds having a feast.</p> <p>We had lots of fun on such a cold and snowy morning.</p> <p>Thank you so much once again.</p> <p>From Mrs Mc Kennis P3</p> 

<p>2. Bat talk with Pond Park Primary School</p>	<p>25<sup>th</sup> January</p>	<p>School</p>	<p>2 nursery classes approx. 50 children</p>	<p>The Biodiversity Officer delivered bat talks with DEA funding, to Nursery school children. The Councils appointed Bat ecologist DR Kerry Kennedy delivered an educational talk on the importance of bats and their protection whilst showing the children an up close look at her preserved bats</p>  <p>Feedback: <i>It was lovely to meet you today and the Bat Talk was fantastic! The children really enjoyed it and they were full of chat about it afterwards!</i></p> <p><i>Lots of learning and perfectly pitched to Nursery age. One adorable moment was when a little boy from my class came over to Kerry and ask her to come back to talk about butterflies!! Many thanks again for all your help and for providing us with special moments to cherish with our little ones.</i></p> <p><i>Teacher Ms Fleck</i></p> <p>The Biodiversity Officer delivered bat talks with DEA funding, to Nursery school children. The Councils appointed Bat ecologist DR Kerry Kennedy delivered an educational talk on the importance of bats and their protection whilst showing the children an up close look at her preserved bats</p>  <p><i>Kerry, from Lisburn &amp; Castlereagh Council came to tell us all about bats.</i></p> <p><i>Bats aren't scary. They hibernate in the winter.</i></p> <p><i>Bats like to eat insects so we can help them by planting flowers for the insects to eat.</i></p> <p><i>a bat box</i></p>
--	--------------------------------	---------------	--	--

<p>3. Bat talk with Barbour Nursery</p>	<p>25<sup>th</sup> January</p>	<p>School</p>	<p>2 nursery classes approx. 50 children</p>	  <p>Feedback: Thank you so much for last week</p> <p>Teacher Ms Barnes</p>
<p>4. Bulb Planting Cairnshill Primary School</p>	<p>School</p>	<p>25<sup>th</sup> January</p>	<p>Two P2 classes approx. 50 children</p>	 <p>The Biodiversity Officer was invited to Lisburn Wildlife Group to make bird feeders to link in with the groups bird project.</p>
<p>5. Bird feeders with Lisburn Wildlife Watch</p>	<p>22<sup>nd</sup> March 2023</p>	<p>Maghaberry Community Centre</p>	<p>Approx. 10 children</p>	
<p>6. Litter pick with SERC students and staff</p>	<p>1<sup>st</sup> March 2023</p>	<p>Starting at the Council offices and along the Lagan Tow path</p>	<p>Approx. 35 people in attendance</p>	



<p>7. Biodiversity Walk and Talk Event</p>	<p>22<sup>nd</sup> March 2023</p>	<p>Held at Billy Neill MBE Country Park</p>	<p>4 members of the public attended</p>	
<p>8. Tree planting with the Chair of Leisure &amp; Community Development Committee and Lady Mary Peters</p>	<p>24<sup>th</sup> March 2023</p>	<p>Alberdelghy Golf Course</p>	<p>31 Children attended</p>	 

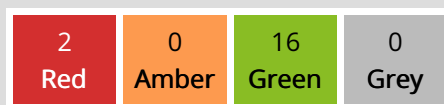
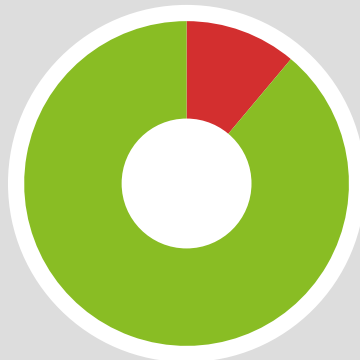
<p>9. Gardening equipment being delivered to schools as part of the DEA funded project</p>	<p>28<sup>th</sup> March 2023</p>	<p>School</p>	<p>The whole school will benefit from using the equipment</p>	 <p>With the support of DEA funding, the Biodiversity officer sent a survey out to schools last year to identify horticulture and biodiversity needs within a school setting. 13 schools responded to the survey and it was identified various items of gardening equipment was needed. A list of gardening equipment was purchased and is currently being delivered out to the 13 schools.</p> <p>Internal use of photo</p> <p>Feedback:</p> <p><i>Tracey,</i></p> <p><i>We are delighted with all of the gardening equipment!! It is brilliant to have a working wheelbarrow. Greatly appreciated.</i></p> <p><i>Teacher Ms A Toland</i></p>
<p><b>January –March 2023</b> <b>Total of projects 9 projects</b></p>			<p><b>January –March 2023</b> <b>Total of Participants 280</b></p>	

# Performance Summary

## Leisure and Community Wellbeing

(Type = 'Performance Improvement')

Monday 12th of June 2023



Red = Target missed or Measure overdue  
 Amber = Measure fallen slightly short/behind  
 Green = Target met or exceeded  
 Grey = Measure not yet due

Parks & Amenities	7 Green
Sports Services	6 Green
Arts, Culture and Community Services	2 Red 3 Green

PARKS & AMENITIES			DUE 1ST APR 23	
187 : Biodiversity Projects Number of biodiversity projects delivered during 2022/23. <b>Number of biodiversity projects delivered during 2022/23</b>	TARGET 5	ACTUAL 36	STATUS <b>Green</b>	
TARGET	5	ACTUAL	36	
<b>Notes:</b> Total of 9 projects April –June 2022, Total of 6 projects July - September 2022, Total of 12 projects October - December 2022 Total of 9 projects January - March 2023				

PARKS & AMENITIES			DUE 1ST APR 23	
187 : Biodiversity Projects Number of biodiversity projects delivered during 2022/23. <b>Number of participants in the biodiversity projects</b>	TARGET 100	ACTUAL 1538	STATUS <b>Green</b>	
TARGET	100	ACTUAL	1538	
<b>Notes:</b> Total of 221 Participants April –June 2022, Total of 615 Participants July - September 2022, Total of 422 Participants October - December 2022. Total of 280 Participants January - March 2023.				

PARKS & AMENITIES			DUE 1ST APR 23	
189 : CSAW programmes CSAW programme KPIs. <b>Number of CSAW programmes delivered during 2022/23</b>	TARGET 30	ACTUAL 81	STATUS <b>Green</b>	
TARGET	30	ACTUAL	81	
<b>Notes:</b> 23 CSAW programmes were delivered in Q1 of 2022/23, 10 CSAW programmes were delivered in Q2 of 2022/23, 23 CSAW programmes were delivered in Q3 of 2022/23, 25 CSAW programmes were delivered in Q4 of 2022/23				

PARKS & AMENITIES			DUE 1ST APR 23	
189 : CSAW programmes CSAW programme KPIs. <b>Number of CSAW programme participants during 2022/23</b>	TARGET 450	ACTUAL 1770	STATUS <b>Green</b>	
TARGET	450	ACTUAL	1770	
<b>Notes:</b> Q1 - There were 334 participants in the CSAW programmes, Q2 - There were 187 participants in the CSAW programmes, Q3 - There were 710 participants in the CSAW programmes, Q4 - There were 539 participants in the CSAW programmes,				



PARKS & AMENITIES			DUE 1ST APR 23		
213 : Sustainability Projects Woodland & Horticulture programmes. <b>Number of woodland programmes</b>			TARGET 20	ACTUAL 42	STATUS <b>Green</b>
TARGET	20				
ACTUAL	<b>42</b>				
<p><b>Notes:</b> 11 programmes have been delivered during Q1 &amp; Q2 20 programmes were delivered during Q3 11 programmes were delivered during Q4</p>					

PARKS & AMENITIES			DUE 1ST APR 23		
213 : Sustainability Projects Woodland & Horticulture programmes. <b>Number of horticulture programmes</b>			TARGET 20	ACTUAL 22	STATUS <b>Green</b>
TARGET	20				
ACTUAL	<b>22</b>				
<p><b>Notes:</b> 5 programmes were delivered during Q1&amp;Q2 these include: 2 x Flower arranging workshops, 3 x hanging basket workshops 15 programmes were delivered during Q3 2 programmes were delivered during Q4</p>					

PARKS & AMENITIES			DUE 1ST APR 23		
213 : Sustainability Projects Woodland & Horticulture programmes. <b>Number of participants</b>			TARGET 500	ACTUAL 1537	STATUS <b>Green</b>
TARGET	500				
ACTUAL	<b>1537</b>				
<p><b>Notes:</b> During Q1&amp;Q2 there were approx 497 participants in the horticulture &amp; woodland programmes During Q3 there were approx 672 participants in the horticulture &amp; Woodland programmes During Q4 there were approx 368 participants in the horticulture &amp; Woodland programmes</p>					

SPORTS SERVICES			DUE 30TH JUN 22		
217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Consultant appointed</b>			TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes				
ACTUAL	<b>Yes</b>				
<p><b>Notes:</b></p>					

SPORTS SERVICES			DUE 30TH JUN 22		
217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Research carried out</b>			TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes				
ACTUAL	<b>Yes</b>				
<p><b>Notes:</b> The consultant Otium was appointed by the end of June 22. Research was completed by the end of September aside from focus groups which had to be postponed due to impact of ongoing Industrial Action. There were 1510 responses to the Vitality survey including 579 non-members.</p>					

SPORTS SERVICES			DUE 30TH SEP 22		
217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Infographic Report presented</b>			TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes				
ACTUAL	<b>Yes</b>				
<p><b>Notes:</b> Initial infographic report was received in draft format by the end of September.</p>					

SPORTS SERVICES			DUE 31ST DEC 22		
217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Review and evaluation of research</b>			TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes				
ACTUAL	<b>Yes</b>				
<p><b>Notes:</b> Vitality membership Scheme feedback survey complete. See attached</p>					

SPORTS SERVICES			DUE 31ST DEC 22		
217 : Vitality Household Membership Impact of Vitality Household Membership. <b>Testimonies and customer feedback presented</b>			TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes				
ACTUAL	<b>Yes</b>				
<p><b>Notes:</b></p>					

SPORTS SERVICES			DUE 1ST APR 23		
217 : Vitality Household Membership Impact of Vitality Household Membership. Consideration of opportunities for an improved customer experience			TARGET Yes	ACTUAL Yes	STATUS <span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">Green</span>
TARGET	Yes				
ACTUAL	<span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">Yes</span>				
<p><b>Notes:</b> The results of the Vitality research and the associated focus groups have helped review and improve customer service.</p>					

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 23		
190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2022/23. Number of applications received			TARGET 60	ACTUAL 98	STATUS <span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">Green</span>
TARGET	60				
ACTUAL	<span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">98</span>				
<p><b>Notes:</b> Three dates have been confirmed for the Participatory Budgeting Initiatives in each of the following 3 DEA's                      Lisburn South - 22 October 2022 Target 15 actual 29 Downshire East - 14th January 2023 Target 15 actual 22 Lisburn North - 4th March 2023 Target 15 actual 23 An extra DEA was added: Downshire West - 9 April 2022 Target 15 actual 24</p>					

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 23		
190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2022/23. Number of awards made			TARGET 45	ACTUAL 62	STATUS <span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">Green</span>
TARGET	45				
ACTUAL	<span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">62</span>				
<p><b>Notes:</b> Three dates have been confirmed for the Participatory Budgeting Initiatives in each of the following 3 DEA's                      Lisburn South - 22 October 2022 -actual 16 Downshire East - 14th January 2022 - actual 15 Lisburn North - 4th March 2023 - actual 15 An extra DEA was added: Downshire West - actual 16</p>					

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 23		
218 : Grant Aid Digital Grant Aid System. A digital grant aid system has been launched			TARGET Yes	ACTUAL No	STATUS <span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">Red</span>
TARGET	Yes				
ACTUAL	<span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">No</span>				
<p><b>Notes:</b> An electronic application form for grant aid has been implemented on an interim basis until a bespoke digital solution is fully developed during 23/24. It is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan.</p>					

ARTS, CULTURE AND COMMUNITY SERVICES		DUE 30TH SEP 22		
219 : Community Conversations In Anahilt & Drumbo. <b>Village plan developed for Anahilt by end of September 22</b>		TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes			
ACTUAL	<b>Yes</b>			
<b>Notes:</b> Village Plan and Action Plan have been completed				

ARTS, CULTURE AND COMMUNITY SERVICES		DUE 1ST APR 23		
219 : Community Conversations In Anahilt & Drumbo. <b>Village plan developed for Drumbo by end of March 23</b>		TARGET Yes	ACTUAL No	STATUS <b>Red</b>
TARGET	Yes			
ACTUAL	<b>No</b>			
<b>Notes:</b> The Community Conversation for Drumbo was planned to take place in Q4, initial conversations did take place with the Community Association and elected members. It is intended to carry this project forward as an improvement project in the 23/24 Performance Improvement Plan.				



## Governance & Audit Committee

22<sup>nd</sup> June 2023

**Report from:**

Performance Improvement Officer

### Item for Noting

**TITLE:** Service KPIs – Q4 2022/23 All Directorates

**Background and Key Issues:**

1. It is the Council's responsibility to be accountable and transparent to the ratepayer.
2. As part of the Council's performance management responsibilities, key performance indicators (KPIs) are reported on a quarterly basis to committee.
3. Each directorate is responsible for their service KPIs.
4. As part of the Council's governance responsibilities this committee will receive quarterly KPI reports for all directorates.
5. The purpose of this report is to present this committee with the Q4 KPIs for the period January – March 2023 inclusive.
6. Attached under **Appendix I** is a report detailing the Q4 2022/23 KPIs for the Environmental Services Directorate. There are 11 Key Performance Indicators; 6 KPIs were achieved at the end of the year and 5 KPIs were not on target at the end of the financial year. Narratives have been included beside each KPI explaining reasons for these results.
7. Attached under **Appendix II** is a report detailing the Q4 2022/23 KPIs for the Finance & Corporate Services Directorate. There are 8 Key Performance Indicators; 2 KPIs were achieved at the end of the year and 6 KPIs were not on target at the end of the financial

year. Narratives have been included beside each KPI explaining reasons for these results.

- 8. Attached under **Appendix III** is a report detailing the Q4 2022/23 KPIs for the Service Transformation Directorate. There are 15 Key Performance Indicators; 5 KPIs were achieved at the end of the year and 10 KPIs were not on target at the end of the financial year. Narratives have been included beside each KPI explaining reasons for these results.
- 9. Attached under **Appendix IV** is a report detailing the proposed KPIs for the Leisure & Community Wellbeing Directorate. There are 17 Key Performance Indicators; 13 KPIs were achieved at the end of the year and 4 KPIs were not on target at the end of the financial year. Narratives have been included beside each KPI explaining reasons for these results.
- 10. These reports are presented for consideration and scrutiny as appropriate.

**Recommendation:**

It is recommended that Members note 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?

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

N/A

If yes, what was the outcome?:

**Option 1**  
Screen out without mitigation

**Option 2**  
Screen out with mitigation

**Option 3**  
Screen in for a full EQIA

**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:

[Empty text input field]

**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:

[Empty text input field]

**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** details the Q4 2022/23 KPIs for the Environmental Services Directorate.
- Appendix II** details the Q4 2022/23 KPIs for the Finance & Corporate Services Directorate.
- Appendix III** details the Q4 2022/23 KPIs for the Service Transformation Directorate.
- Appendix IV** details the Q4 2022/23 KPIs for the Leisure & Community Wellbeing Directorate.

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

No

If Yes, please insert date:

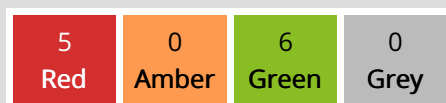
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# Performance Summary

## Environmental Services

(Type = 'Service')

Wednesday 7th of June 2023



Red = Target missed or measure overdue  
 Amber = Measure fallen slightly short/behind  
 Green = Target met or exceeded  
 Grey = Measure not yet due

Planning Enforcement	1 Green
Environmental Health	3 Red      2 Green
Operational Services	2 Red      3 Green



PLANNING ENFORCEMENT

DUE 1ST APR 23

29 : Enforcement Cases Enforcement cases processed to a target conclusion within 39 weeks of receipt of complaint. **Enforcement cases processed within 39 weeks**

TARGET  
70

ACTUAL  
75  
(estimated)

STATUS  
**Green**

TARGET	70	70	70	70
ACTUAL	78	85	75 (estimated)	75 (estimated)

**Notes:** At this time, the new Planning Portal is unable to produce the necessary reports to produce the statistics therefore the figures are unavailable. Officers estimate it to be around 75-80%

ENVIRONMENTAL HEALTH

DUE 1ST APR 23

101 : Planning Consultation % of general planning consultations responded to as a statutory consultee . **% responded to within 15 working days of receipt by Environmental Health**

TARGET  
100%

ACTUAL  
81.1%

STATUS  
**Red**

TARGET	100%	100%	100%	100%
ACTUAL	100%	100%	85.9%	81.1%

**Notes:** Total number of Planning Consultations received by EHSU = 175. Total responded to within 15 working days = 142 = 81.1%. Responses could not be provided to all consultations within the required timescales with the current resource available.

ENVIRONMENTAL HEALTH

DUE 1ST APR 23

102 : Health & Safety Health & Safety . **Response times to Corporate Health & Safety requests within 3 working days**

TARGET  
100%

ACTUAL  
100%

STATUS  
**Green**

TARGET	100%	100%	100%	100%
ACTUAL	99.3%	100%	100%	100%

**Notes:** In Q4 there were 143 individual work requests, all of which were responded to within 3 working days.

ENVIRONMENTAL HEALTH

DUE 1ST APR 23

102 : Health & Safety Health & Safety . **Has each facility had a H&S inspection?**

TARGET  
Yes

ACTUAL  
No

STATUS  
**Red**

TARGET	Yes	Yes	Yes	Yes
ACTUAL	Yes	Yes	No	No

**Notes:** There is a programme in place for the inspection of facilities; however, due to shortage in resource, not all facilities have received an inspection in 2022/2023. There were a total of 12 full Health and Safety inspections carried out during Q4. New H&S Advisor commenced employment on 9th January 2023 and the backlog of facility inspections will be completed in due course.

## ENVIRONMENTAL HEALTH

DUE 1ST APR 23

205 : Cemeteries - Implementation of the Cemetery Strategy. **Tender and award works for Blaris Phase 1a cemetery extension (approximately 140 burial plots)**

TARGET  
Yes

ACTUAL  
Yes

STATUS  
**Green**

50

TARGET Yes  
ACTUAL **Yes**

**Notes:** Tender process was completed in December 2022 for Phase 1a. The successful contractor has commenced work and is presently on schedule with the work timeframe. It is anticipated the burial plots will be available from September 2023.

## ENVIRONMENTAL HEALTH

DUE 1ST APR 23

205 : Cemeteries - Implementation of the Cemetery Strategy. **Planning application for Phase 1b cemetery extension to be submitted (approximately 480 burial plots)**

TARGET  
Yes

ACTUAL  
No

STATUS  
**Red**

TARGET Yes  
ACTUAL **No**

**Notes:** Phase 1b of Lisburn New Cemetery Extension is with the IDT for full design. Once this has been approved, a Planning Application will be submitted. It is hoped that the Planning Application will be submitted in the summer of 2023.

## OPERATIONAL SERVICES

DUE 1ST APR 23

165 : Recycling % of household waste collected by District Councils that is sent for recycling . **% of household waste collected by District Councils that is sent for recycling**

TARGET  
50%

ACTUAL  
49.7%

STATUS  
**Red**

TARGET 50%  
ACTUAL **49.7%**

**Notes:** The figures for 22/23 are not yet available they will not be published until later in the year. However the 2021/22 published figures show LCCCs actual recycling % was validated at 49.7%, this figure is being reported here until validated figures are available for 2022/23.

## OPERATIONAL SERVICES

DUE 1ST APR 23

214 : Waste Collection Local Authority Collected municipal waste preparing for reuse, dry recycling and composting rate. **55% recycling by 2025**

TARGET  
55%

ACTUAL  
52%

STATUS  
**Green**

TARGET 55%  
ACTUAL **52%**

**Notes:** The figures for 22/23 are not yet available they will not be published until later in the year. However the 2021/22 published figures show LCCCs actual recycling rate was validated at 52%, a harmonised kerbside collection model if agreed by Members will help work towards achieving this target. The 2021/22 is being reported here until a validated figure for 2022/23 is available.

OPERATIONAL SERVICES		DUE 1ST APR 23		
215 : Waste Landfill Rate Local Authority Collected municipal waste landfill rate. <b>Reduced to 10% or less of the total amount of municipal waste generated by 2035</b>		TARGET 10%	ACTUAL 38.2%	STATUS <b>Red</b>
TARGET	10%			
ACTUAL	<b>38.2%</b>			
<p><b>Notes:</b> The figures for 22/23 are not yet available they will not be published until later in the year. However the 2021/22 published figures for LCCC show 38.2% is the validated figure for 2021/22, this is being reported here in the absence of validated figures for 2022/23.</p>				

OPERATIONAL SERVICES		DUE 1ST APR 2023		
204 : Waste Kerbside model for collection, treatment, and disposal of household waste. <b>Finalise the Outline Business Case for the kerbside model and progress Full Business Case for final approval</b>		TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes			
ACTUAL	<b>Yes</b>			
<p><b>Notes:</b> Outline Business Case has been completed and was approved by ESC in June 2022. The Full Business Case was presented to Council in January 2023.</p>				

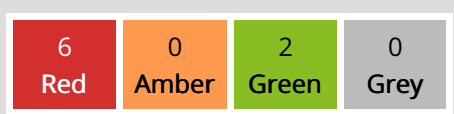
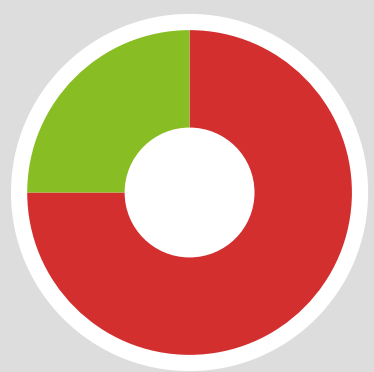
OPERATIONAL SERVICES		DUE 1ST APR 23		
58 : Landfill The amount (Tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. <b>Tonnage of biodegradable waste landfilled.</b>		TARGET 16,444	ACTUAL 14,737	STATUS <b>Green</b>
TARGET	16,444			
ACTUAL	<b>14,737</b>			
<p><b>Notes:</b> The figures for 2022/23 are not yet available they will not be published until later in the year. However the 2021/22 published figures show validated tonnages of 14,737T and this is being reported here until we have a validated figure for 2022/23. The 2021/22 actual figure represents a reduction when compared to 2020/21 actual tonnage figure of 15,967T</p>				

# Performance Summary

## Finance & Corporate Services

(Type = 'Service')

Wednesday 7th of June 2023



Red = Target missed or measure overdue  
 Amber = Measure fallen slightly short/behind  
 Green = Target met or exceeded  
 Grey = Measure not yet due

Finance & Corporate Services	2 Red
Human Resources and Organisational Development	2 Red
Facilities Management	1 Green
Finance	2 Red

FINANCE & CORPORATE SERVICES					DUE 1ST APR 23			
211 : Organisational Absence LCCC Organisation - The average number of working days lost due to absences reduced. <b>Actual absence</b>					TARGET	ACTUAL	STATUS	
					3	4.19	Red	
TARGET	3	3	3	3				
ACTUAL	2.76	4.08	4.39	4.19				
<p><b>Notes:</b> Covid related absence has not been included as Covid absence cannot currently be included in the triggers for monitoring under the policy. If Covid related absence was to be included the figure would be 4.46. HR&amp;OD are undertaking a review of absence in Council and all attendance and wellbeing policies.</p>								

FINANCE & CORPORATE SERVICES					DUE 1ST APR 23			
211 : Organisational Absence LCCC Organisation - The average number of working days lost due to absences reduced. <b>Rolling Year Absence</b>					TARGET	ACTUAL	STATUS	
					12	14.11	Red	
TARGET	12	12	12	12				
ACTUAL	10.97	12.60	13.82	14.11				
<p><b>Notes:</b> Covid related absence has not been included as Covid absence cannot currently be included in the triggers for monitoring under the policy. If Covid related absence was to be included the figure would be 15.81. HR&amp;OD are undertaking a review of absence in Council and all attendance and wellbeing policies.</p>								

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT					DUE 1ST APR 23			
14 : Employee Training Number of hours of off the job training per employee. <b>Number of Hours</b>					TARGET	ACTUAL	STATUS	
					16	13.32	Red	
TARGET	4	8	12	16				
ACTUAL	3.77	7.02	8.81	13.32				
<p><b>Notes:</b> Training in the Planning and Finance services was provided during this quarter, however, records are awaited and therefore this will be captured in Q1 23/24</p>								

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT					DUE 1ST APR 23			
15 : Elected Member Training Total number of hours of training per elected member. <b>Number of Hours</b>					TARGET	ACTUAL	STATUS	
					8	0.49375	Red	
TARGET	2	4	6	8				
ACTUAL	0.135	0.49375	0.49375	0.49375				
<p><b>Notes:</b> There was no elected member training provided in Q4</p>								

**HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

**DUE 1ST APR 2023**

209 : Health & Wellbeing Health & Wellbeing Initiatives .**The number and type of Health & Wellbeing Initiatives delivered during 2022/23**

TARGET  
6

ACTUAL  
16

STATUS  
**Green**

TARGET	6
ACTUAL	<b>16</b>

**Notes:** 8 events were held during Q3 and a further 8 during Q4. • January Wellbeing focus – Physical Health • Save money with your household budgets – energy and household budgeting webinar • Time to Talk Day • February Wellbeing focus – Health Eating for your heart • Staff Woodland Restoration Day • Teens Emotional Health workshop • Keeping yourself and loved ones safe from scams • March Wellbeing focus – Women’s Health Therefore a total of 32 Health & Wellbeing Initiatives were delivered during 2022/23

**FACILITIES MANAGEMENT**

**DUE 1ST APR 23**

199 : Customer Experience Rating Customer satisfaction levels in relation to a number of LVI service offerings such as weddings/registration, conferencing and theatre. **Customer Satisfaction**

TARGET  
85%

ACTUAL  
95%

STATUS  
**Green**

TARGET	85%
ACTUAL	<b>95%</b>

**Notes:** Current customer satisfaction levels are 95%. All Conference external clients and catchment of Theatre patrons are surveyed via SmartSurvey on a monthly basis, overall targets on customer satisfaction are being achieved. Registration customers attending birth and marriage appointments are surveyed via Smartsurvey on a monthly basis also, overall targets on customer satisfaction are being achieved with positive feedback being provided on a monthly basis.

**FINANCE**

**DUE 1ST APR 23**

16 : Prompt Payment Prompt Payment Indicators .**Percentage supplier invoices paid within 30 Days**

TARGET  
100%

ACTUAL  
85.44%

STATUS  
**Red**

TARGET	100%	100%	100%	100%
ACTUAL	<b>90.56%</b>	<b>86.46%</b>	<b>86.55%</b>	<b>85.44%</b>

**Notes:** This target will be challenging until the introduction of a new finance system. The new system is in implementation stage and is expected to go live in the 2023/2024 financial year. The average across all 11 NI Councils for quarter 4 is 89.26%.

**FINANCE**

**DUE 1ST APR 23**

16 : Prompt Payment Prompt Payment Indicators .**Percentage supplier invoices paid within 10 days**

TARGET  
90%

ACTUAL  
75.42%

STATUS  
**Red**

TARGET	90%	90%	90%	90%
ACTUAL	<b>78.54%</b>	<b>73.76%</b>	<b>74.64%</b>	<b>75.42%</b>

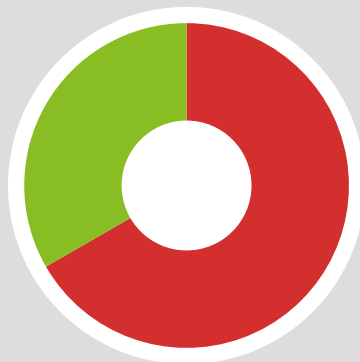
**Notes:** This target will be challenging until the introduction of a new finance system. The new system is in implementation stage and is expected to go live in the 2023/2024 financial year. The average across all 11 NI Councils for quarter 4 is 69.62%.

# Performance Summary

## Service Transformation

(Type = 'Service')

Tuesday 13th of June 2023



Red = Target missed or Measure overdue  
 Amber = Measure fallen slightly short/behind  
 Green = Target met or exceeded  
 Grey = Measure not yet due

Planning & Capital Development	2 Red
Assets and Technical Services	1 Red, 1 Green
Economic Development	4 Red, 2 Green
Portfolio Office	3 Red, 2 Green

PLANNING & CAPITAL DEVELOPMENT

DUE 1ST APR 23

27 : Major Applications Average processing time for major planning applications. (Processed from date valid to decision issued or withdrawn within an average of 30 weeks). **Major planning applications processed within an average of 30 weeks.**

TARGET  
30

ACTUAL  
62.2

STATUS  
**Red**

TARGET	30	30	30	30
ACTUAL	83.4	0	132.6	62.2

**Notes:** There is an ongoing issue with the availability of data from the new Planning Portal. LCCC is in discussions with the Department. The figure of 62.2 was provided by DfI on 12th May 2023 please note this is not a validated figure. The annual figure at the end of 2023 is noted to be 87.4. If these figures are confirmed they demonstrate a significant improvement in the processing times for major applications both on a quarterly and annual basis. The annual figure for 2021/22 was circa 107 weeks and the improvement is a reflection that fewer applications of this type require a development agreement within the planning framework.

PLANNING & CAPITAL DEVELOPMENT

DUE 1ST APR 23

28 : Local Applications Average processing time for local planning applications. (Processed from date valid to decision issued or withdrawn within an average of 15 weeks). **Local planning applications processed within an average of 15 weeks.**

TARGET  
15

ACTUAL  
37

STATUS  
**Red**

TARGET	15	15	15	15
ACTUAL	24.2	36.9	32.2	37

**Notes:** There is an ongoing issue with the availability of data from the new Planning Portal, LCCC is in discussions with the Department. This figure was received on 12th May 2023, please note this is not a validated figure. The Q4 figure has been impacted by the ability to generate new decisions as a consequence of introducing the new portal and legacy judicial reviews. The year end figure for local applications is anticipated to be 32.6 this compares with the 2021/22 year end figure of 15.8 weeks.

ASSETS AND TECHNICAL SERVICES

DUE 1ST APR 23

212 : Assets Rental from the Council's leased assets. **% Lettable floor space within the Council's leased assets**

TARGET  
90%

ACTUAL  
97%

STATUS  
**Green**

TARGET	90%
ACTUAL	97%

**Notes:** This percentage is a general presumption based on current occupancies. The majority of available properties subject to lease, currently have tenants. At present Bradford Court has approximately 50% occupation of the total available rental space. This is mainly due to the number of short term lease arrangements that have recently drawn to a close. Proactive marketing of the remaining available space is ongoing and officers are currently engaging with other interested parties. Ballyoran commercial unit lease terms have recently expired and officers are currently reviewing occupancy with a view to clarifying lease terms and renewing those leases.



**ASSETS AND TECHNICAL SERVICES** DUE 1ST APR 23

60 : Energy Consumption 3% Reduction of energy consumption . <b>Reduction of Electricity and Natural Gas consumption</b>	TARGET 3%	ACTUAL 0%	STATUS <span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">Red</span>
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TARGET	3%
ACTUAL	<span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">0%</span>

**Notes:** Unable to evaluate due to difficulties in recruitment for the position of Energy Officer therefore no figures available. The Officer role will move to Building Control under the new Sustainability Manager, however due to the flexible working practices over the Covid pandemic period, buildings have not generally been working under normal operational practices and if relevant data over this period was to be considered, it would not reflect an accurate comparison to targeted energy reduction aspirations which would likely show a significant over achievement.

**ECONOMIC DEVELOPMENT** DUE 1ST APR 23

115 : Tourism - Integrated Marketing Campaign Deliver an Integrated Marketing Campaign. <b>Deliver Integrated Marketing Campaign during 22/23</b>	TARGET Yes	ACTUAL Yes	STATUS <span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">Green</span>
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TARGET	Yes
ACTUAL	<span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">Yes</span>

**Notes:** Integrated Marketing Campaign awarded in November 2022, with successful Christmas Campaign delivered.

**ECONOMIC DEVELOPMENT** DUE 1ST APR 23

178 : Regeneration - Covid-19 Small Settlements Programme Delivery of the Covid-19 Small Settlements Programme. <b>80% Delivery of the Covid-19 Small Settlements Programme by end of March 2023</b>	TARGET Yes	ACTUAL No	STATUS <span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">Red</span>
--	---------------	--------------	---

TARGET	Yes
ACTUAL	<span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">No</span>

**Notes:** 80% Delivery of the Covid-19 Small Settlements Programme by end of March 2023 - Not on Target. Original timeframe for project extremely challenging. This was recognised by the funders and the Letter of Offer was extended until March 2024. Employers Agent appointed. Bulb planting complete. Moira Gateway Signage - installed. Annahilt Parklet Complete, Hillsborough Parklet not progressing, Moira Parklet commencing w/c 17th April will be complete by end May 2023. Rural Investment Fund 15 businesses progressed to stage 3 Letters of Offer have been issued. Heritage Shopfront Scheme- 35 Business progressed to 3rd Stage, 32 LoO sent to date. Rural Shop Front Scheme - 10 Expressions of Interest Recieved - all have been invited to stage 2. Moneyreagh project progressing with completion of landscaping to the village green anticipated by end of April 23. Community markets pilot - Procurement for Gazebo's complete - Contact being awarded 6th April. Mentoring Sessions to be carried out in May 2023. Procurement of storage units to be finalised. Community events in Moira complete. Annahilt Public Realm Scheme planning submitted early Jan 23. Traffic Calming Measure in Glenavy - ITT out closing 28th Awaiting roads order for Aghalee - Planning application for Access to the towpath has been submitted. Concept designs complete. Consultation completed.

ECONOMIC DEVELOPMENT			DUE 1ST APR 23
38 : New Jobs Number of new jobs per annum. <b>Number of new jobs linked to business start activity and new investment</b>	TARGET 116	ACTUAL 113	STATUS <b>Red</b>
TARGET	116	ACTUAL	113
<p><b>Notes:</b> Due to a reduction in the number of enquiries coming forward to the GoForIT Programme there has been a reduction in the overall new jobs created. However this still exceeds our statutory job targets of 85. New programmes are being pursued under the UK Prosperity Fund and BRCD for the incoming year.</p>			

ECONOMIC DEVELOPMENT			DUE 1ST APR 23
39 : Business Solutions - New Business conversion Conversion of local businesses attending Council led business development events through to direct business support interventions . <b>Conversion of local businesses</b>	TARGET 20%	ACTUAL 22%	STATUS <b>Green</b>
TARGET	20%	ACTUAL	22%
<p><b>Notes:</b> The Entrepreneurs Network resumed on Thursday 20th January 2023 with over 130 registered for a conference in the Island Hall. Two further entrepreneur events have taken place.; 23rd March 2023 - LEO &amp; 28th March 2023 - Inspire</p>			

ECONOMIC DEVELOPMENT			DUE 1ST APR 23
44 : Rural Development Planned Programmes Rural Investment. <b>Planned TRPSI rural business programme investment</b>	TARGET £70,000	ACTUAL £63,688.60	STATUS <b>Red</b>
TARGET	£70,000	ACTUAL	£63,688.60
<p><b>Notes:</b> The call for applications under the Rural Business Development Grant Scheme closed on 31 May 2022 whereby 35 applications were submitted totalling an initial grant request of £112,205.63. Following eligibility checks and an assessment panel a total of 23 applications were issued with a Letter of Offer totalling a total grant request of £75,672.01. 4 applicants withdrew from the process due to cost of living crisis and being unable to secure match funding. Total grant paid was £63,688.60</p>			

ECONOMIC DEVELOPMENT			DUE 1ST APR 23
44 : Rural Development Planned Programmes Rural Investment. <b>Number of businesses and public sector organisation supported</b>	TARGET 35	ACTUAL 19	STATUS <b>Red</b>
TARGET	35	ACTUAL	19
<p><b>Notes:</b> At the end of Q4 we have supported 19 businesses and public sector organisations. The call for applications under the Rural Business Development Grant Scheme closed on 31 May 2022 whereby 35 applications were submitted totalling an initial grant request of £112,205.63. Following eligibility checks and an assessment panel a total of 23 applications were issued with a Letter of Offer totalling a total grant request of £75,672.01. 4 applicants withdrew from the process due to cost of living crisis and being unable to secure match funding. Total grant paid was £63,688.60</p>			

PORTFOLIO OFFICE		DUE 1ST APR 23		
180 : SMARTsheet Delivery of Business Solutions. <b>Number of new Business Solutions developed using Smartsheets to develop a new system or replace legacy systems</b>		TARGET 5	ACTUAL 10	STATUS <span style="background-color: green; color: white; border-radius: 50%; padding: 2px;">Green</span>
TARGET	5			
ACTUAL	10			
<p><b>Notes:</b> 1. Corporate Health Dashboard 2. Corporate Plan (Objectives) 3. Audit Tracker 4. MAC Form 5. Hardware/Software Request form 6. ICO Checklist for IT Services 7. Vacancy form for HR 8. Small Settlement Scheme Project Planner 9. DES Action Sheet for Environmental Services 10. Assets Register for Assets Department</p>				

PORTFOLIO OFFICE		DUE 1ST APR 23		
182 : Digital & Innovation Strategy Delivery of Phase 2 of the Digital & Innovation Strategy . <b>Number of projects delivered during Phase 2 of the Digital &amp; Innovation Strategy</b>		TARGET 10	ACTUAL 6	STATUS <span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">Red</span>
TARGET	10			
ACTUAL	6			
<p><b>Notes:</b> 1. PlaceCube (digital platform) implemented - implementation involved System Development and Configuration, Training and Change Management, Security and Data Privacy, and identifying potential bottlenecks. 2. Requirements Gathering (digital platform) - Capturing user requirements for the digital platform. 3. Service Identification (digital platform) - Measure the number of services within the council that can benefit from implementing case management solutions. 4. SaaS ticket-booking solution - Adoption of a new Cloud-Based SaaS Ticket-Booking Solution (Spektrix) 5. Service Engagement - Service workshops on LCCC Customer Digital Journey (gather feedback and insights) 6. Digital Bulletin - Set a frequency goal for issuing the Digital Bulletin to keep staff informed on Digital and IT projects.</p>				

PORTFOLIO OFFICE		DUE 1ST APR 23		
183 : Full Fibre NI Council Sites connected to FFTP via FFNI . <b>Number of Council Sites connected to FFTP via FFNI</b>		TARGET 36	ACTUAL 1	STATUS <span style="background-color: red; color: white; border-radius: 50%; padding: 2px;">Red</span>
TARGET	36			
ACTUAL	1			
<p><b>Notes:</b> There is only one site connected and live. The remainder of the sites have been cabled and the Multi Protocol Label Switching contract has been awarded to Eirevo to allow these sites to come on line. Currently awaiting installation schedule with anticipated target by end of July.</p>				

PORTFOLIO OFFICE		DUE 1ST APR 23		
184 : Belfast Regional City Deal (BRCD) Number of bids . <b>Number of bids being progressed under BRCD</b>		TARGET 5	ACTUAL 4	STATUS <b>Red</b>
TARGET	5			
ACTUAL	4			
<p><b>Notes:</b> These are Destination Royal Hillsborough ( award confirmed ), Employability and Skills, Digital Equity Finance and the Digital Transformation Flexible Fund (DTFF). Officers continue with the collaborative approach to BRCD and the associated complimentary funds. A funding agreement is awaited for DRH however all current expenditure on this project is now eligible from the beginning of March. Through Development committee match funding has been agreed over a three year period DTFF.</p>				

60

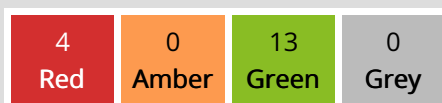
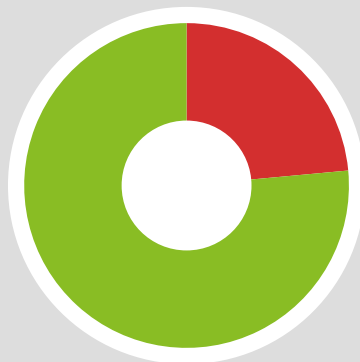
PORTFOLIO OFFICE		DUE 1ST APR 23		
195 : Telephony Telephony Performance. <b>Telephony availability (%)</b>		TARGET 99%	ACTUAL 100%	STATUS <b>Green</b>
TARGET	99%	99%	99%	99%
ACTUAL	99.996%	99.999%	100%	100%
<p><b>Notes:</b></p>				

# Performance Summary

## Leisure and Community Wellbeing

(Type = 'Service')

Tuesday 23rd of May 2023



Red = Target missed or measure overdue  
 Amber = Measure fallen slightly short/behind  
 Green = Target met or exceeded  
 Grey = Measure not yet due

Parks & Amenities	4 Red	5 Green
Sports Services	4 Green	
Arts, Culture and Community Services	4 Green	

PARKS & AMENITIES		DUE 1ST APR 23		
120 : Community Projects Number of new community benefit projects delivered per annum. <b>Number of new community benefit projects delivered per annum</b>		TARGET 3	ACTUAL 6	STATUS <b>Green</b>
TARGET	3			
ACTUAL	6			
<p><b>Notes:</b> Annanhilt Pre-School Community Garden, Glenmore Parkland Trail Phase 2, Access &amp; Inclusion Project - Tactile Maps, Lower Maze Seating, Old Warren Youth Centre mini football pitch, Union Locks Entrance Refurbishment</p>				

PARKS & AMENITIES		DUE 1ST APR 23		
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>Wallace Park</b>		TARGET 850,000	ACTUAL 666,815	STATUS <b>Red</b>
TARGET	850,000			
ACTUAL	666,815			
<p><b>Notes:</b> 1st quarter - 238,299, 2nd quarter - 213,359, 3rd quarter - 104,026, 4th quarter - 111,131 Targets were set at pandemic levels when park activity was very high, whilst no doubt there is now a downward trend which is consistent across some sites this should be set in context and is obviously part of the Covid story. However the expectation is that this trend will stabilise and numbers start to grow again during 2023/24.</p>				

PARKS & AMENITIES		DUE 1ST APR 23		
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>Moira Demesne</b>		TARGET 440,000	ACTUAL 507,742	STATUS <b>Green</b>
TARGET	440,000			
ACTUAL	507,742			
<p><b>Notes:</b> 1st quarter - 144,023, 2nd quarter - 153,736, 3rd quarter - 103,490, 4th quarter - 106,493</p>				

PARKS & AMENITIES		DUE 1ST APR 23		
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>Moat Park</b>		TARGET 600,000	ACTUAL 351,022	STATUS <b>Red</b>
TARGET	600,000			
ACTUAL	351,022			
<p><b>Notes:</b> 1st quarter - 123,453, 2nd quarter - 92,064, 3rd quarter - 61,664, 4th quarter - 73,841 Targets were set at pandemic levels when park activity was very high, whilst no doubt there is now a downward trend which is consistent across some sites this should be set in context and is obviously part of the Covid story. However the expectation is that this trend will stabilise and numbers start to grow again during 2023/24.</p>				



PARKS & AMENITIES			DUE 1ST APR 23
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>Castle Gardens</b>	TARGET 115,000	ACTUAL 185,704	STATUS <b>Green</b>
TARGET	115,000	ACTUAL	185,704
<b>Notes:</b> 1st quarter - 36,900, 2nd quarter - 40,365, 3rd quarter - 72,632, 4th quarter - 35,807			

PARKS & AMENITIES			DUE 1ST APR 23
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>Comber Greenway</b>	TARGET 145,000	ACTUAL 124,271	STATUS <b>Red</b>
TARGET	145,000	ACTUAL	124,271
<b>Notes:</b> 1st quarter - 44,714 (23,269 cyclists / 21,445 pedestrians), 2nd quarter - 49,692 (29,032 cyclists / 20,660 pedestrians), 3rd quarter - 22,496 (12,276 cyclists / 10,220 pedestrians) 4th quarter - 7,369(3627 cyclists / 3742 pedestrians) Targets were set at pandemic levels when park activity was very high, whilst no doubt there is now a downward trend which is consistent across some sites this should be set in context and is obviously part of the Covid story. However the expectation is that this trend will stabilise and numbers start to grow again during 2023/24.			

PARKS & AMENITIES			DUE 1ST APR 23
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>McIlroy Park</b>	TARGET 140,000	ACTUAL 178,034	STATUS <b>Green</b>
TARGET	140,000	ACTUAL	178,034
<b>Notes:</b> 1st quarter - 53,530, 2nd quarter - 48,721, 3rd quarter - 35,963, 4th quarter - 39,820			

PARKS & AMENITIES			DUE 1ST APR 23
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>Lagan Towpath</b>	TARGET 200,000	ACTUAL 171,644	STATUS <b>Red</b>
TARGET	200,000	ACTUAL	171,644
<b>Notes:</b> 1st quarter - 50,743, 2nd quarter - 48,454, 3rd quarter - 33,046, 4th quarter - 39,401 Targets were set at pandemic levels when park activity was very high, whilst no doubt there is now a downward trend which is consistent across some sites this should be set in context and is obviously part of the Covid story. However the expectation is that this trend will stabilise and numbers start to grow again during 2023/24.			

PARKS & AMENITIES		DUE 1ST APR 23		
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. . <b>Billy Neill</b>		TARGET 300,000	ACTUAL 386,352	STATUS <b>Green</b>
TARGET	300,000			
ACTUAL	<b>386,352</b>			
Notes: 1st quarter - 89,179, 2nd quarter - 128,077, 3rd quarter - 81,759, 4th quarter - 87,337				

SPORTS SERVICES		DUE 1ST APR 23		
151 : Vitality membership Annual target of 10,000 Vitality members per year. <b>Maintain the annual target of 10,000 members of our leisure facilities</b>		TARGET 10,000	ACTUAL 14,270	STATUS <b>Green</b>
TARGET	10,000			
ACTUAL	<b>14,270</b>			
Notes: Throughout Quarter 1, Vitality membership continued to grow in popularity, attracting an extensive number of customers across all Sports Services facilities. By the end of June 22, membership numbers had increased to 12,301 total members, which was the highest figure recorded since launching the membership. At the peak in August this grew to 13,551. At end of Quarter 2 total membership was 13,111 a decrease of 440 members from peak in August and set to drop even further if facilities are closed or limited openings due to strike action. In Quarter 3 there was a further reduction in memberships to 12,793 (4,795 head memberships) . Quarter 4 seen an encouraging increase of memberships with total of 14,270 members (5,429 head memberships)				

SPORTS SERVICES		DUE 1ST APR 2023		
152 : Footfall of all Leisure facilities Achieve the pre Covid-19 numbers of people attending our leisure facilities. <b>Continue to achieve the pre Covid-19 numbers of people attending our leisure facilities</b>		TARGET 425,000	ACTUAL 647,166	STATUS <b>Green</b>
TARGET	425,000			
ACTUAL	<b>647,166</b>			
Notes: In quarter 3 footfall continued to rise but note there was limited activities and reduced numbers in October during strike action but November and December especially for the Ice rink was busiest to date. In quarter 4 LVLP continued to rise linked with vitality membership being at highest.				

SPORTS SERVICES		DUE 1ST APR 23		
176 : Vitality Programme Number of classes . <b>Number of classes available as part of the Vitality Programme</b>		TARGET 1500	ACTUAL 2102	STATUS <b>Green</b>
TARGET	1500			
ACTUAL	<b>1856</b>	<b>1695</b>	<b>1890</b>	<b>2102</b>
Notes: As Vitality membership increased more classes were put on to meet demand. Attendance rose in last quarter to year high				

SPORTS SERVICES				DUE 1ST APR 23
200 : Sports Development Number and type of engagements . <b>Number of Sports Development engagements</b>		TARGET 3	ACTUAL 5	STATUS <b>Green</b>
TARGET	3			
ACTUAL	5			
<p><b>Notes:</b> 5 Sports Development engagements by the end of Q2. In Quarter 1 we ran our popular half marathon/10k and family fun run, this event went well with numbers entered similar to pre covid. In Quarter 2 the following 4 took place; Disability Hub, Couch to 5K, 5 – 10K Run, Mary Peters Running festival Quarter 3 seen the continuing of above and santa dash which was a popular family event. Quarter 4 seen continuing of disability hub, and running events of Couch to 5k, 5k to 10k and new event of Lisburn 5k race which was a popular event and another successful year of the Business Games. Coach education and training programme which included 21 courses i.e safe guarding, first aid, sport mindset, strength &amp; conditioning, mental health, defib and CPR training.</p>				

ARTS, CULTURE AND COMMUNITY SERVICES					DUE 1ST APR 23
171 : Engagements Number of physical engagements by unit. (Footfall in facilities ). <b>Footfall in Community Centres</b>			TARGET 2700	ACTUAL 31456	STATUS <b>Green</b>
TARGET	2700	2700	2700	2700	
ACTUAL	22710	27080	29740	31456	
<p><b>Notes:</b> Total for Jan Feb and Mar 2023: 31,456 for Ballyoran, Bridge, Moneyreagh and Enler</p>					

ARTS, CULTURE AND COMMUNITY SERVICES					DUE 1ST APR 23
171 : Engagements Number of physical engagements by unit. (Footfall in facilities ). <b>Footfall in the Island Arts Centre</b>			TARGET 2000	ACTUAL 2300	STATUS <b>Green</b>
TARGET	2000	2000	2000	2000	
ACTUAL	535	216	2626	2300	
<p><b>Notes:</b> Arts Centre Jan – Mar 23 is 2,300 this includes workshops, classes, shows and hires during this period</p>					

ARTS, CULTURE AND COMMUNITY SERVICES					DUE 1ST APR 23
171 : Engagements Number of physical engagements by unit. (Footfall in facilities ). <b>Footfall in the Irish Linen Centre Lisburn Museum</b>			TARGET 3800	ACTUAL 34739	STATUS <b>Green</b>
TARGET	3800	3800	3800	3800	
ACTUAL	27234	31984	40241	34739	
<p><b>Notes:</b> Jan 11,332, Feb 11,203, Mar 12,204</p>					

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 1ST APR 23

202 : Youth Council Youth Council engagements and collaborative projects delivered. **Number of Youth Council engagements and type of collaborative projects delivered**

TARGET  
1

ACTUAL  
7

STATUS

**Green**

66

TARGET	1	1	1	1
ACTUAL	3	8	5	7

**Notes:** Quarterly Overview: This is the final quarter of the financial year for the Youth Council, and this has seen the Youth Council participate in several events/consultations/trainings over the last three months (Listed below). The young people have been working relentlessly on their resources to make improvements and develop theses, while keeping young people at the forefront of this. An overview of the quarter and achievements: - RSE Consultation SEHSCT - SEHSCT RSE training - PCSP: Driving Safety Awareness - My Voice Consultation - Chief Executive update - Videos for Fostering Awareness Week (HSCT) - Youth Council Resource nearing completion - Sexual health questionnaires (Awaiting Information & Governance approval)



## Governance & Audit Committee

22<sup>nd</sup> June 2023

### Report from:

Performance Improvement Officer

### Item for Decision

**TITLE:** Service KPIs – All Directorates 2023/24

### Background and Key Issues:

1. It is the Council's responsibility to be accountable and transparent to the ratepayer.
2. As part of the Council's performance management responsibilities, key performance indicators (KPIs) are reported on a quarterly basis to committee.
3. These KPIs are identified as meeting the requirements of the Community and Corporate Plans and associated strategies.
4. Each directorate is responsible for their service KPIs.
5. As part of the Council's governance responsibilities this committee will receive quarterly KPI reports for all directorates.
6. The purpose of this report is to present this committee with the proposed KPIs for 2023/24.
7. Attached under **Appendix I** is a report detailing the proposed KPIs for the Environmental Services Directorate for 2023/24.
8. Attached under **Appendix II** is a report detailing the proposed KPIs for the Finance & Corporate Services Directorate for 2023/24.

- 9. Attached under **Appendix III** is a report detailing the proposed KPIs for the Regeneration & Growth Directorate for 2023/24.
- 10. Attached under **Appendix IV** is a report detailing the proposed KPIs for the Community Health & Wellbeing Directorate for 2023/24.
- 11. Attached under **Appendix V** is a report detailing the proposed KPIs for the Organisational Development & Innovation Directorate for 2023/24. These may be subject to change when the new Director is in post at the end of Q1.
- 12. 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?

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

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

**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 report detailing the proposed KPIs for the Environmental Services Directorate for 2023/24.
- Appendix II** is a report detailing the proposed KPIs for the Finance & Corporate Services Directorate for 2023/24.
- Appendix III** is a report detailing the proposed KPIs for the Regeneration & Growth Directorate for 2023/24.
- Appendix IV** is a report detailing the proposed KPIs for the Community Health & Wellbeing Directorate for 2023/24.
- Appendix V** is a report detailing the proposed KPIs for the Organisational Development & Innovation Directorate for 2023/24.

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

**If Yes, please insert date:**



## Department : Environmental Services

(Type = 'Service')

*Tuesday 13th of June 2023*

70

Operational Services

**58 : Landfill The amount (Tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled**

Tonnage of biodegradable waste landfilled.

Target

16,444

Actual

—

Environmental Health, Risk & Emergency Planning

**101 : Planning Consultation % of general planning consultations responded to as a statutory consultee**

% responded to within 15 working days of receipt by Environmental Health

Target

90%

90%

90%

90%

Actual

—

—

—

—

**102 : Health & Safety Inspections review**

Carry out a review of the Corporate Health & Safety function and the service it provides to the Council

Target

Yes

Actual

No

Adoption of recommendations of the review to improve the Corporate H&S function

Target

Yes

Actual

No

Operational Services

**165 : Recycling % of household waste collected by District Councils that is sent for recycling**

% of household waste collected by District Councils that is sent for recycling

Target

55%

Actual

—

**204 : Waste Kerbside model for collection, treatment, and disposal of household waste**

Finalise the Outline Business Case for the kerbside model and progress Full Business Case for final approval

Target

Yes

Yes

Actual

No

No

Environmental Health, Risk & Emergency Planning

**205 : Cemeteries - Implementation of the Cemetery Strategy**

Works completed for Blaris Phase 1 cemetery extension (approximately 140 burial plots)

Target

Yes

Actual

No

Planning application for Phase 1b cemetery extension to be submitted (approximately 480 burial plots)

Target

Yes

Actual

No

Operational Services

**214 : Waste Collection Local Authority Collected municipal waste preparing for reuse, dry recycling and composting rate**

55% recycling by 2025

Target

55%

Actual

—

**215 : Waste Landfill Rate Local Authority Collected municipal waste landfill rate**

Reduced to 10% or less of the total amount of municipal waste generated by 2035

Target

10%

Actual

—

## Department : Finance & Corporate Services

(Type = 'Service')

Monday 22nd of May 2023

Finance				
<b>16 : Finance Prompt Payment Indicators</b>				
Percentage supplier invoices paid within 30 Days	Target	100%	100%	100%
	Actual	—	—	—
Percentage supplier invoices paid within 10 days	Target	90%	90%	90%
	Actual	—	—	—
Facilities Management				
<b>199 : Customer Experience Rating - Customer satisfaction levels in relation to a number of LVI service offerings such as weddings/registration, and conferencing</b>				
Customer Satisfaction	Target	85%		
	Actual	—		

## Department : Regeneration & Growth

(Type = 'Service')

Wednesday 14th of June 2023

Planning & Capital Development				
<b>27 : Major Applications Average processing time for major planning applications. (Processed from date valid to decision issued or withdrawn within an average of 30 weeks)</b>				
Major planning applications processed within an average of 30 weeks.	Target	30	30	30
	Actual	—	—	—
<b>28 : Local Applications Average processing time for local planning applications. (Processed from date valid to decision issued or withdrawn within an average of 15 weeks)</b>				
Local planning applications processed within an average of 15 weeks.	Target	15	15	15
	Actual	—	—	—
<b>29 : Enforcement Cases Enforcement cases processed to a target conclusion within 39 weeks of receipt of complaint</b>				
Enforcement cases processed within 39 weeks	Target	70%	70%	70%
	Actual	—	—	—
Economic Development				
<b>38 : New Jobs Number of new jobs per annum</b>				
Number of new jobs linked to business start activity and new investment	Target	116		
	Actual	—		
<b>39 : Business Solutions - New Business conversion Conversion of local businesses attending Council led business development events through to direct business support interventions</b>				
Introduction and successful roll out of new entrepreneurship support service	Target	Yes		
	Actual	No		
<b>44 : Rural Development Planned Programmes Rural Investment</b>				
Planned TRPSI rural business programme investment	Target	TBC		
	Actual	—		
Number of businesses and public sector organisation supported	Target	TBC		
	Actual	—		
<b>115 : Tourism - Integrated Marketing Campaign Deliver an Integrated Marketing Campaign</b>				
Deliver Integrated Marketing Campaign during 23/24	Target	Yes		
	Actual	No		
<b>178 : Regeneration - Covid-19 Small Settlements Programme Delivery of the Covid-19 Small Settlements Programme</b>				
Delivery of the Covid-19 Small Settlements Programme by end of March 2024	Target	Yes		
	Actual	No		
<b>184 : Belfast Regional City Deal (BRCD) Number of bids</b>				

Number of workstreams being progressed under BRCD	Target	4			
	Actual	—			
Assets and Technical Services					
<b>212 : Assets Rental from the Council's leased assets</b>					
% Lettable floor space within the Council's leased assets	Target	90%			
	Actual	—			
Planning & Capital Development					
<b>228 : Capital Programme Expenditure measured against Budget</b>					
Cumulative % Expenditure against budget	Target	20%	40%	60%	80%
	Actual	—	—	—	—

## Department : Community Health & Wellbeing

(Type = 'Service')

Monday 12th of June 2023

Parks & Amenities					
<b>120 : Community Projects Number of new community benefit projects delivered per annum</b>					
Number of new community benefit projects delivered per annum	Target	3			
	Actual	—			
Sports Services					
<b>151 : Vitality membership Annual target of Vitality members per year</b>					
Maintain the annual target of 12,500 members of our leisure facilities	Target	12,500			
	Actual	—			
<b>152 : Footfall of all Leisure facilities Number of people attending our leisure facilities</b>					
Maintain the footfall within our leisure facilities above the benchmark of 950,000 per annum	Target	425,000	425,000	425,000	425,000
	Actual	—	—	—	—
Arts, Culture and Community Services					
<b>171 : Engagements Number of physical engagements by unit. (Footfall in facilities )</b>					
Footfall in Community Centres	Target	23,000	23,000	23,000	23,000
	Actual	—	—	—	—
Footfall in the Island Arts Centre	Target	2,000	2,000	2,000	2,000
	Actual	—	—	—	—
Footfall in the Irish Linen Centre Lisburn Museum	Target	27,000	27,000	27,000	27,000
	Actual	—	—	—	—
Sports Services					
<b>176 : Vitality Programme Number of classes</b>					
Number of classes available as part of the Vitality Programme	Target	1650	1650	1650	1650
	Actual	—	—	—	—
<b>200 : Sports Development Number and type of engagements</b>					
Number of Sports Development engagements	Target	4			
	Actual	—			
Parks & Amenities					
<b>201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters.</b>					
Wallace Park	Target	650,000			
	Actual	—			
Moira Demesne	Target	480,000			
	Actual	—			

Moat Park	Target	350,000
	Actual	—
Castle Gardens	Target	120,000
	Actual	—
Comber Greenway	Target	125,000
	Actual	—
Mollroy Park	Target	175,000
	Actual	—
Lagan Towpath	Target	165,000
	Actual	—
Billy Neill	Target	350,000
	Actual	—
Glenmore Parkland Trail	Target	45,000
	Actual	—
Hillsborough Forest Park	Target	490,000
	Actual	—

Arts, Culture and Community Services

**202 : Youth Council Youth Council engagements and collaborative projects delivered**

Number of Youth Council engagements and type of collaborative projects delivered	Target	3	3	3	3
	Actual	—	—	—	—

Sports Services

**217 : Vitality Household Membership Impact of Vitality Household Membership**

Maintain membership retention levels above 90%	Target	90%	90%	90%	90%
	Actual	—	—	—	—



# Department : Organisational Development & Innovation

(Type = 'Service')

Wednesday 14th of June 2023

HR&OD					
14 : Employee Training Number of hours of off the job training per employee					
Number of Hours	Target	3	6	9	12
	Actual	—	—	—	—
15 : Elected Member Training Total number of hours of training per elected member					
Number of Hours	Target	2	4	6	8
	Actual	—	—	—	—
IT & Commercialisation					
180 : SMARTsheet Delivery of Business Solutions					
Number of new Business Solutions developed using Smartsheets to develop a new system or replace legacy systems	Target	5			
	Actual	—			
182 : Digital & Innovation Strategy Delivery of Phase 2 of the Digital & Innovation Strategy					
Number of projects delivered during Phase 2 of the Digital & Innovation Strategy	Target	10			
	Actual	—			
183 : Full Fibre NI Council Sites connected to FFTP via FFNI					
Number of Council Sites connected to FFTP via FFNI	Target	36			
	Actual	—			
195 : Telephony Telephony Performance					
Telephony availability (%)	Target	99%	99%	99%	99%
	Actual	—	—	—	—
HR&OD					
209 : Health & Wellbeing Health & Wellbeing Initiatives					
The number and type of Health & Wellbeing Initiatives delivered during 2023/24	Target	6	12		
	Actual	—	—		
Organisational Development & Innovation					
211 : Organisational Absence LCCC Organisation - The average number of working days lost due to absences reduced					
Actual absence	Target	4.5	4	3.5	3
	Actual	—	—	—	—
Rolling Year Absence	Target	14	14	13	13
	Actual	—	—	—	—
HR&OD					
221 : Apprentices Number of apprentices					

Number of apprentices recruited and in post	Target	6	6	18	18
	Actual	—	—	—	—
<b>222 : HR System Implementation of HR system</b>					
Implementation of ESS System	Target	No	Yes	Yes	Yes
	Actual	No	No	No	No
Full Implementation of HR System	Target	No	No	Yes	Yes
	Actual	No	No	No	No



## Governance & Audit Committee

22nd June 2023

**Report from:**

Performance Improvement Officer

### Item for Decision

**TITLE:** Performance Improvement Policy Review

**Background and Key Issues:**

1. Part 12 of the Local Government Act states that a council must make arrangements to secure continuous improvement in the exercise of its functions.
2. Council established performance improvement guidance for staff from 2016, in the form of a Performance Improvement Policy.
3. This policy has not been reviewed since then as Council were awaiting updated guidance on Part 12 of the Local Government Act from the Department for Communities (DfC).
4. A review of the guidance by DfC has been delayed due to the COVID-19 pandemic.
5. The NI Audit Office commented in their 2022 Performance Audit that Council should consider reviewing this policy.
6. Attached under **Appendix I** is a copy of the reviewed Performance Improvement Policy.

**Recommendation:**

It is recommended that members consider and approves the reviewed Performance Improvement Policy.

**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?

**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"/>	<b>Option 2</b> Screen out with mitigation	<input type="text" value="No"/>	<b>Option 3</b> Screen in for a full EQIA	<input type="text" value="No"/>
--	----------------------------------	---	---------------------------------	--	---------------------------------

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

This is a policy that sets a framework for our approach to Performance Improvement. It is intended to benefit everyone the council serves and no negative impacts should result. However, it is recognised that there is a need to screen the annual Performance Improvement Plan and its specific objectives and actions/projects for equality and good relations impacts.

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

[Link to Equality screening document](#)

**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:**

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 – Reviewed Performance Improvement Policy**

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

No

If Yes, please insert date:

# PERFORMANCE IMPROVEMENT POLICY



VERSION CONTROL			
Version	Author	Date	Changes
1.0	KA McKibbin	5 <sup>th</sup> May 2016	Approved by Committee
2.0	KA McKibbin	June 2023	DRAFT for Committee

## 1.0 PURPOSE & SCOPE

This Policy sets out the Council's approach to performance improvement in accordance with the Local Government (NI) Act 2014 (Part 12) herein after referred to as "the Act", and requirements of the Northern Ireland Audit Office (NIAO). It supports the annual Performance Improvement Plan which sets out the Council's annual objectives for performance management.

The Council also pays regard to statutory guidance for local government performance improvement; section III of the Act, as issued by the Department of Communities (Guidance for Local Government Performance Improvement 2016).

### 1.1 Definition

The Act defines improvement as "more than just quantifiable gains in Services output or efficiency, or the internal effectiveness of an organisation. Improvements for councils should mean activity that enhances the sustainable quality of life and environment for all."<sup>1</sup>

### 1.2 Aim

The aim of this policy is to detail how performance activities contribute to the Performance Culture of the Council in order to drive organisational excellence and provide stakeholder satisfaction. It also describes how the Council will implement its responsibilities under the Performance Duty as set out in Part 12 of the Act.

### 1.3 Scope

This policy is applicable to everyone involved in the delivery of the Council's services and is set in the context of the Council's statutory duty for continuous improvement under the Act.

## 2.0 POLICY OBJECTIVES

The Objectives of this Policy are to ensure:

1. The achievement of continuous improvement is within all areas of the organisation.
2. Employees, members, service users and partners, will be engaged and encouraged to participate in the improvement effort. Guidance will be provided on how to implement continuous improvement in their day-to-day work.
3. Establishment of a workplace where continuous improvement is embedded in the Council's ethos and Culture.
4. The approach to continuous improvement will be underpinned by the adoption of best practice, regular reviews of projects and services, regular evaluation, scrutiny and monitoring of the organisation and identify areas for development.

---

<sup>1</sup> Performance Improvement in Local Government (NIAO) 2019



### 3.0 PROCEDURE

The Council undertakes to ensure that performance is formally identified, assessed and managed in accordance with Local Government (NI) Act 2014 (Part 12).

Performance management processes will:

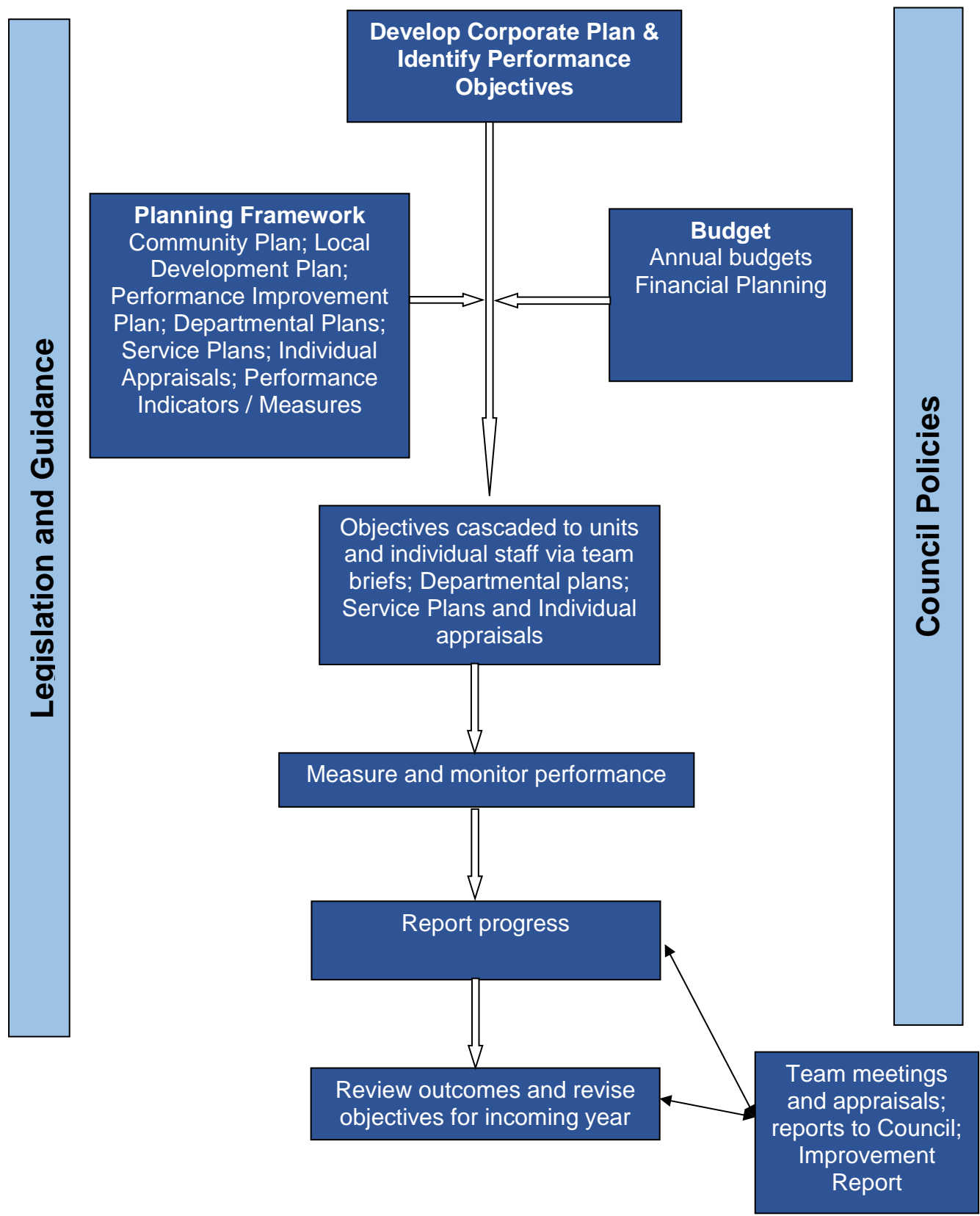
- Manage performance in accordance with best practice (plan, do & review).
- Ensure that statutory obligations are complied with.
- Ensure that the Council's aims and objectives are achieved.
- Safeguard, enhance and promote the reputation of the Council.
- Raise awareness of the necessity for audit and risk management.
- Enable the Council to anticipate and respond positively to change.
- Ensure that performance management is considered in all decisions, partnerships and projects;
- Facilitate the identification of specific opportunities and/or options for continuous improvement

The Council is committed to maximising opportunities whilst effectively identifying, evaluating and improving performance which will impact upon the effectiveness and efficiency of the Council's services. Performance management is a continuous, evolving process, which the Council is committed to integrating into all relevant management and planning processes.

Elected Members, the Corporate Management Team, all line managers and all employees, are expected to have due regard for performance improvement in carrying out their duties. Performance management processes will be embedded in the culture of the Council and embraced by all to ensure prudent and efficient management of Council resources.

### 3.1 The Performance Management Process

The diagram below 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.



#### **4.0 Approval, Implementation & Review:**

The Policy has been agreed by the Corporate Management Team and approved by the Governance and Audit Committee and ratified by full council. The Policy will be reviewed at least every 3 years, to ensure it remains reflective of legislative developments.



## Governance & Audit Committee

22nd June 2023

**Report from:**

Performance Improvement Officer

### Item for Decision

**TITLE:** Performance Improvement Plan 2023/24

**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. That means Council sets performance improvement objectives that represent the priorities for the coming year and a plan is written detailing how these are going to be delivered.
3. Attached under Appendix I is a copy of the Performance Improvement Plan for 2023/24 (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 2023/24 in summary version which will be used as the public document.
4. Public consultation on this plan was carried out during April and May 2023. 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 2023.
5. Monitoring reports on this plan will be brought to this committee on a quarterly basis throughout 2023/24.

**Recommendation:**

It is recommended that Members approve the attached 2023/24 Performance Improvement Plan for publication by the 30<sup>th</sup> June 2023.

**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?

If no, please provide explanation/rationale

If yes, what was the outcome?:

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

[Link to Equality Screening document](#)

### 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:**

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 2023/24  
Appendix II - Summary Performance Improvement Plan for 2023/24

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

No

If Yes, please insert date:



# DRAFT PERFORMANCE IMPROVEMENT PLAN 2023/24





# DRAFT PERFORMANCE IMPROVEMENT PLAN 2023/24

## Contents

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# Foreword

## Mr David Burns

### Chief Executive



It is part of our commitment to ensure that the Lisburn & Castlereagh area continues to develop and grow. We want it to be a place where people choose to invest, work, visit, and live in.

Over the past three years, our staff and local communities have addressed significant challenges.

Together we have shown resilience, flexibility and commitment to improve services, support and the quality of life for all. I continue to be amazed by the determination and enthusiasm shown by all stakeholders to make this such a wonderful place.

This plan focuses on two performance improvement objectives and issues that matter most to our ratepayers. Over the next twelve

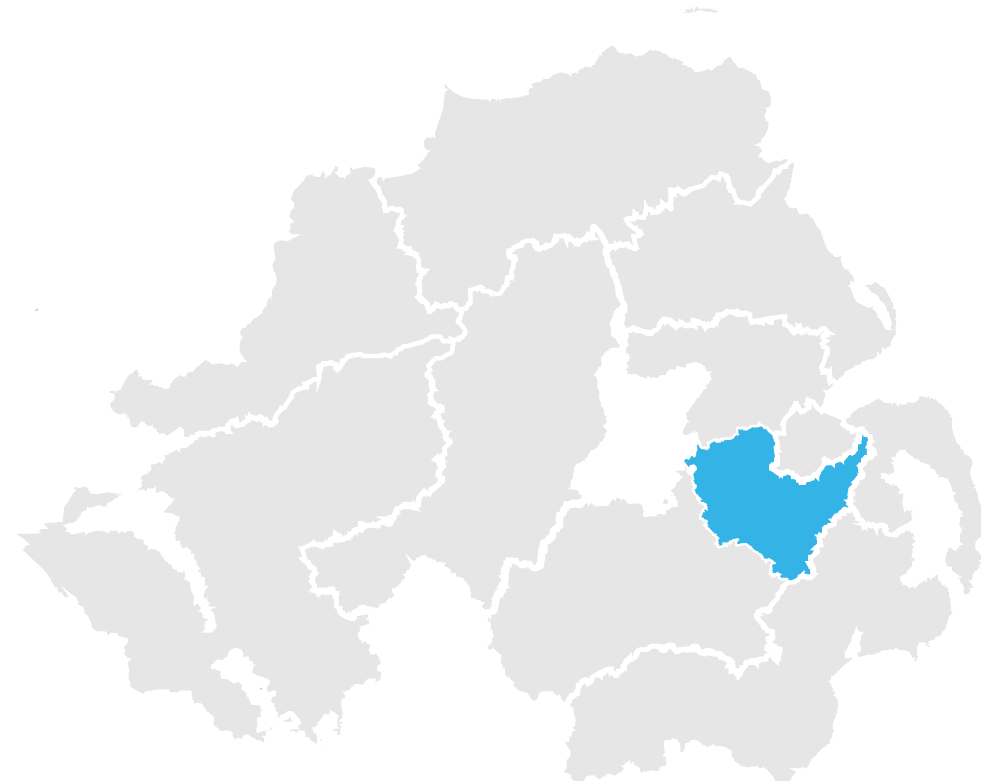
months, we want to build on the work of the last few years in the areas of physical and mental wellbeing and community engagement. In doing so:

- We will provide activities to maintain and improve the physical and mental wellbeing of our citizens.
- Through work with other partners we will support residents to achieve relevant qualifications needed to seek employment.

I want to assure our residents, businesses and stakeholders that in the current economic climate we remain focused on delivering excellent services.



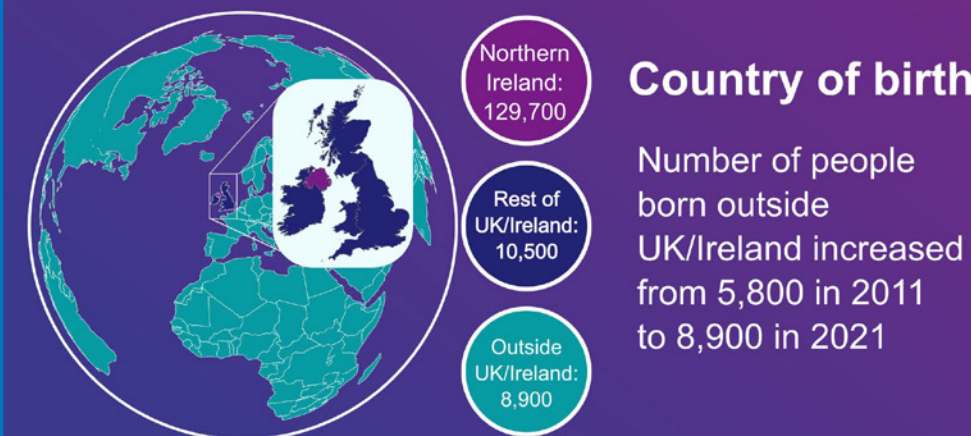
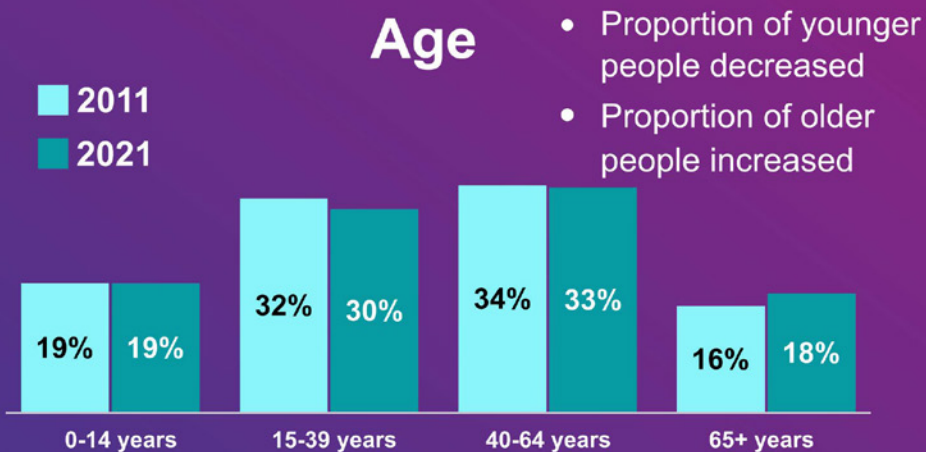
# 1. Our Council Area



## LISBURN & CASTLEREAGH

**Population** 149,100 Up 11% since 2011

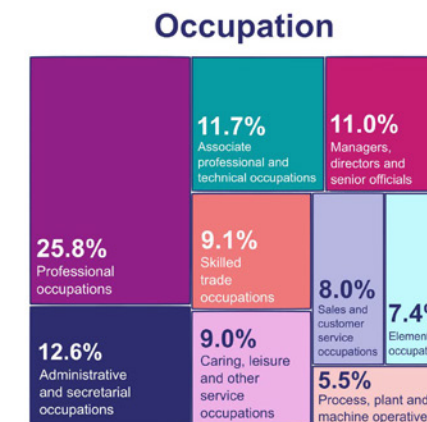
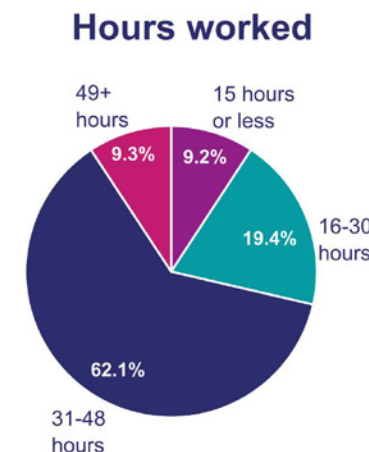
**Households** with usual residents 60,100 Up 14% since 2011



## LABOUR MARKET

Persons aged 16 and over in employment: 71,900

Persons aged 16 and over: 118,900

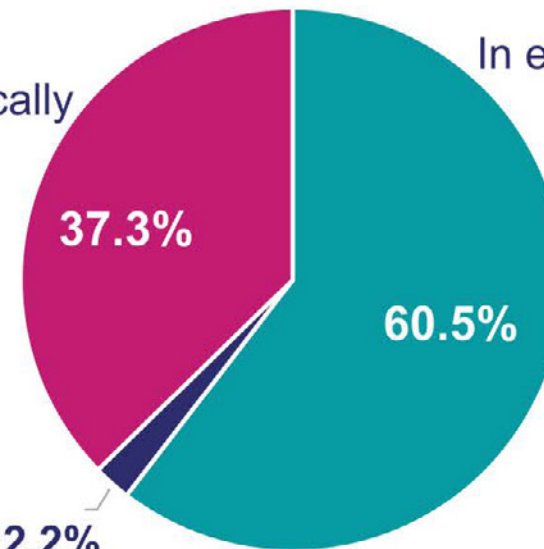


### Economic activity

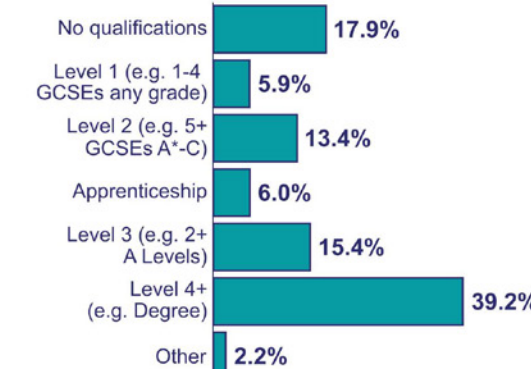
Economically inactive

2.2% Unemployed

In employment



### Highest level of qualification



## 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 2023-24 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 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 2023/24 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



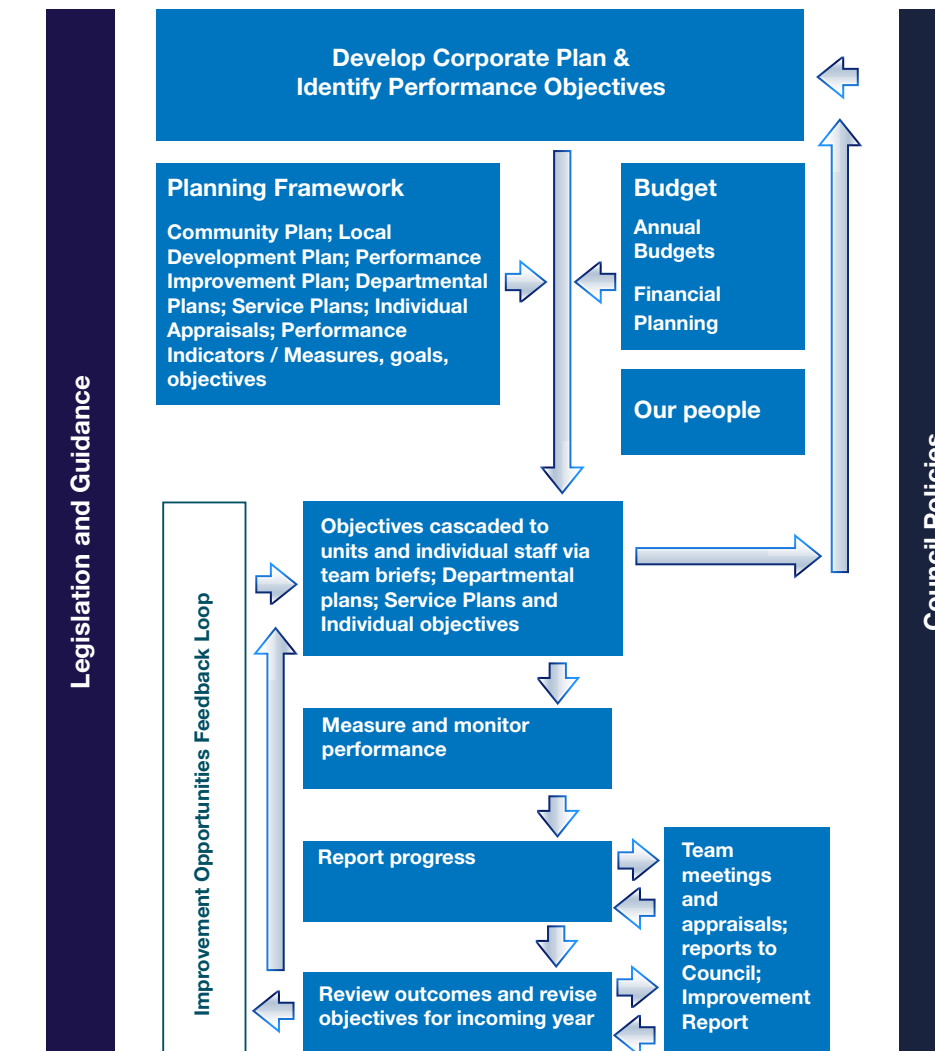
Central to Lisburn & Castlereagh City Council's (hereafter referred to as LCCC) Performance Improvement Framework is the achievement of our Purpose:

**'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 opposite (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

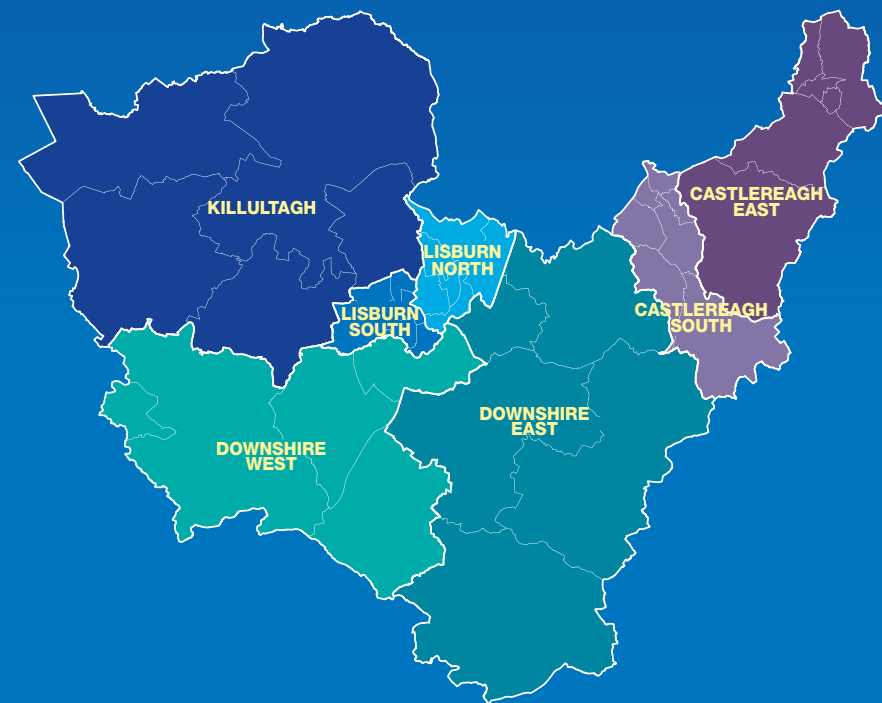


**149,100**  
residents in



**65,019**  
homes.

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



## Performance Reporting

The Corporate Management Team (CMT) oversees the development and delivery of the Performance Improvement Plan, they:

- Agree the draft Performance Improvement Plan for approval by Committee/Council.
- Monitor progress against each objective, quarterly.
- Reprioritise resources as necessary to deliver against these objectives.

### Performance Improvement Plan

Progress is monitored and reported on through quarterly progress reports and submitted to CMT and the Governance & Audit Committee for scrutiny and challenge.

This ensures 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.

### Self Assessment Improvement Report

By 30 September 2024 the Council will produce and publish an Annual Report which will set out a self-assessment of the performance improvement objectives detailed within this plan.

This will report 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 will be reviewed by the Governance & Audit Committee and approved by Council.

### NI Audit Office

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”** means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the Council. Improvement for LCCC focusses 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.

In 2019, 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, in recent years, 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 the Governance & Audit committee 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 2023/24

The Performance Improvement Objectives have been identified through several sources:

- Community Plan** The overarching strategic document aiming to improve the sustainable social, economic and environmental wellbeing of the Lisburn & Castlereagh City Council area. (click here to view the Community Plan [https://www.lisburncastlereagh.gov.uk/uploads/general/Community\\_Plan\\_2017-2032\\_EMAIL.pdf](https://www.lisburncastlereagh.gov.uk/uploads/general/Community_Plan_2017-2032_EMAIL.pdf))
- Interim Corporate Plan 2021-2024** Response and recovery to the COVID-19 Pandemic. (click here to view Interim Corporate Plan - [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** This includes key performance indicators at service and departmental level, where this is available, it has been taken into account.
- Statutory KPIs** Statutory targets have been set for Planning Service, 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.
- Customer Journey** 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.

To facilitate this approach LCCC has decided to carry forward the two objectives from 2022/23 with some additional improvement projects.

# 7. Agreed Performance Improvement Objectives for 2023/24

There are 2 Performance Improvement Objectives for 2023/24:

**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.

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 2022/23 especially in light of recovery from the COVID-19 pandemic.

In 2022/23 Council decided to continue on its journey as a customer centric organisation and was focused on using the Performance Improvement Plan as



**THE PERFORMANCE IMPROVEMENT PROJECTS FOR 2022/23 DELIVERED SUCCESS AND HAVE ESTABLISHED THE FOUNDATION TO ACHIEVING LONGER TERM OUTCOMES.**

**THIS 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 2023/24 Performance Improvement Plan will do two things:

**1 Build upon the success of 2022/23 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 2022/23 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

### Contribution to our Community Plan outcomes

- 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.

**One new improvement project will be delivered in 2023/24. It is;**

1. We will further develop the customer's experience when engaging with Council Services.

As we continue to deliver positive outcomes and improve the quality of life for all our communities we will continue with the three improvement projects from 22/23

2. We will continue to enable our citizens to influence decision making through community conversations.

3. We will continue to deliver a Participatory Budgeting Initiative across 2 DEA's to allow local people to have a say in the projects that receive funding in their communities.

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

### Risks associated with Objective 1:

- Low usage of online digital services
- Low interest or low participation in the Participatory Budgeting Initiative across 3 DEA's
- Low interest or low participation in the Community Conversations





# 1 Performance Improvement Objective

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

Performance Improvement Project

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

Community Planning Theme /Interim Corporate Plan Theme

We will further develop the customer's experience when engaging with Council Services.

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

Our Community **New**

We will continue to enable our citizens to influence decision making through community conversations.

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

Our Community **Continuing**

We will continue to deliver a Participatory Budgeting Initiative across 2 DEA's to allow local people to have a say in the projects that receive funding in their communities

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

Our Community **Continuing**

We will continue to develop a corporate Digital Grant Aid system to make the grant aid process more accessible for our customers

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

Our Community **Continuing**

**We will have succeeded if we:**

**Have launched the new Customer Care System**  
**Have launched the new Freedom of Information System**

**Have developed a village plan for each the following areas during 23/24; Drumbo by end of Q2 and Killultagh, Castlereagh East by end of Q4**  
**Have been able to capture case studies on the difference the community conversations have made within the areas on a quarterly basis**

**Have received (60) applications**  
**Have made (45) awards**  
**Have been able to capture case studies on the difference the grants have made within the DEAs**

**Have launched a Digital Grant Aid System during 23/24**

## PERFORMANCE OBJECTIVE 2

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

#### Contribution to our Community Plan outcomes

- 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

Last year's Performance Improvement Objectives focused on the Vitality Scheme (within Leisure) in keeping with the wellbeing theme, this year we are focussing on other physical and mental wellbeing programmes. These include 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 2022/23 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 2023/24.

We also recognise that the cost of living crisis is having a huge impact on the lives of our citizens. The

stress of increased energy bills to the day-to-day struggle of trying to make ends meet is having a detrimental effect on the mental and emotional wellbeing of our citizens.

Therefore one new improvement project will be delivered in 2023/24. It is;

- We aim to support residents to achieve relevant qualifications that will enable them to gain employment and we will do this by working with partners.

#### Risks associated with Objective 2:

- Low participation in Health & Wellbeing programmes
- Low participation in partnership programme

# 2 Performance Improvement Objective

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

Performance Improvement Project

We will improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical well-being programmes and understanding the benefits of these.

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

Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation  
Sustainability

Community Planning Theme /Interim CorporatePlan Theme

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

Continuing

**We will have succeeded if we:**

**Have delivered (55) CSAW programmes per annum**  
**Have had (1250) participants in the CSAW programmes per annum** Have been able to capture case studies on the difference the CSAW programmes have made  
**Have delivered (30) Woodland programmes per annum**  
**Have delivered (20) Horticulture programmes per annum** Have had (1500) participants in the Woodland & Horticulture programmes per annum  
**Have delivered (33) Biodiversity programmes per annum**  
**Have had (1420) participants in the Biodiversity programmes per annum**

We will respond to local labour market needs by working with our partners to provide funding to deliver a range of employability programmes. We aim to support residents within our Council area to achieve relevant qualifications that will enable them to gain employment.

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

**Our Community**

New

**Have supported 80 people within our Council area to achieve relevant qualifications that will enable them to gain employment**



# 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: [Click here to access Performance page of the 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.

LCCC will report on these in the annual report in September 2024, which will set out a self-assessment of our performance during the 2023/24 financial year.

## 8.1 Waste and Recycling

Performance against Waste Management targets and standard to be achieved for 2023-24 are:

Measure of Success	2020-21	2021-22	2022/23	Annual Target 2023/24
The percentage of household waste collected by LCCC that is sent for recycling.	50.4%	49.7%	TBC June 2023	50%
The total amount (tonnage) of biodegradable waste that is landfilled by LCCC.	15,967 tonnes	14,737 tonnes	TBC June 2023	16,444 tonnes
The total amount (tonnage) of Waste collected by LCCC.	80,846	80,299 tonnes	TBC June 2023	No target set as this represents total amount of waste collected.

In 2022/23 the challenges for LCCC included the plateauing of recycling performance through existing Kerbside, Household Recycling Centre and Bring collection infrastructure.

The immediate focus for 2023/24 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
- the amount of municipal waste landfilled to be reduced to 10% or less of the total amount of municipal waste generated by 2035

Work to deliver a harmonised kerbside collection service across the Council will continue in 2023/24 to improve recycling rates, reduce residual waste and move towards the municipal waste recycling target of 55% by 2025.







## 8.2 Economic Development

Measure of Success	2020-21		2021-22		2022-23		Annual Targets 2023/24
	Target	Actual	Target	Actual	Target	Actual	
The number of jobs promoted through business start-up activity via the Go for It Programme	85	106	116	129	116	112	85 (DfE) 116 (GFI)

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' (GFI) 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 2023-2024 and will be managed by the Economic Development Unit.

## 8.3 Planning

Performance against Planning targets and standard to be achieved for 2023-24 are:

Measure of Success	2020-21 LCCC KPI	2020-21 NI Average	2021-22 LCCC KPI	2021-22 NI Average	2022-23 LCCC KPI	Annual Target 2023/24
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)]	79.7 weeks	61.4 weeks	106 weeks.	49.8 weeks	87.4 weeks unvalidated	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)]	23.8 weeks	17.8 weeks	16.2 weeks.	17.2 weeks	32.6 weeks unvalidated	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).]	83.6%	69.9%	83.9%	70.4%	TBC	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.

The ability to perform against the local target has been impacted by a number of factors including legal challenges, IT upgrade, vacancies etc and statutory consultee response delays, however plans are in place to address these.

Quarterly statistical reports are compiled by DfI and provided to each of the Councils. The reports are available to view on the DfI website by clicking here: <https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistic>





# 9. Consultation

An online consultation exercise on the draft improvement objectives and projects was carried out during April and May 2023. Three focus groups were held in various locations within the Council area, at different times to enable as wide a reach and opportunity for feedback as possible.

Comments and suggested amendments from consultees are incorporated in this final published document. Stakeholders can propose new improvement objectives through the feedback loop, during the year and using the contact details opposite.

The consultation outcome report will be available to view at: <https://www.lisburncastlereagh.gov.uk/council/performance-improvement>

## 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 2022/23	Actual 2022/23	
Children & Young People	Number of Youth Council engagements per annum	4	16	↑
Leading Well	Absenteeism (average number of working days lost)	12	12.88	↔
	Prompt payments - paid within 30 days	100%	87.25%	↓
	Prompt payments - paid within 10 days	90%	75.59%	↓
	Number of Health & Wellbeing initiatives provided for staff per annum	12	32	↑
The Economy	Number of businesses supported through business mentoring support programmes	340	646	↑
	Number of businesses and public sector organisation supported by the Rural Investment programme	35	19	↓
Health & Well-Being	Increase the number of people attending our leisure facilities	850,000	1,094,166	↑
	Achieve the pre Covid-19 annual target of 4000 people taking out membership of our leisure facilities	4000	14,270	↑
Where We Live	Number of Keep NI Beautiful Projects per annum	3	5	↑
	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%	100%	↑



# **DRAFT** **PERFORMANCE IMPROVEMENT PLAN 2023/24**

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# DRAFT SUMMARY PERFORMANCE IMPROVEMENT PLAN 2023/24



# DRAFT SUMMARY PERFORMANCE IMPROVEMENT PLAN 2023/24

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# Foreword Mr David Burns Chief Executive



It is part of our commitment to ensure that the Lisburn & Castlereagh area continues to develop and grow. We want it to be a place where people choose to invest, work, visit, and live in.

Over the past three years, our staff and local communities have addressed significant challenges.

Together we have shown resilience, flexibility and commitment to improve services, support and the quality of life for all. I continue to be amazed by the determination and enthusiasm shown by all stakeholders to make this such a wonderful place.

This plan focuses on two performance improvement objectives and issues that matter most to our ratepayers. Over the next twelve

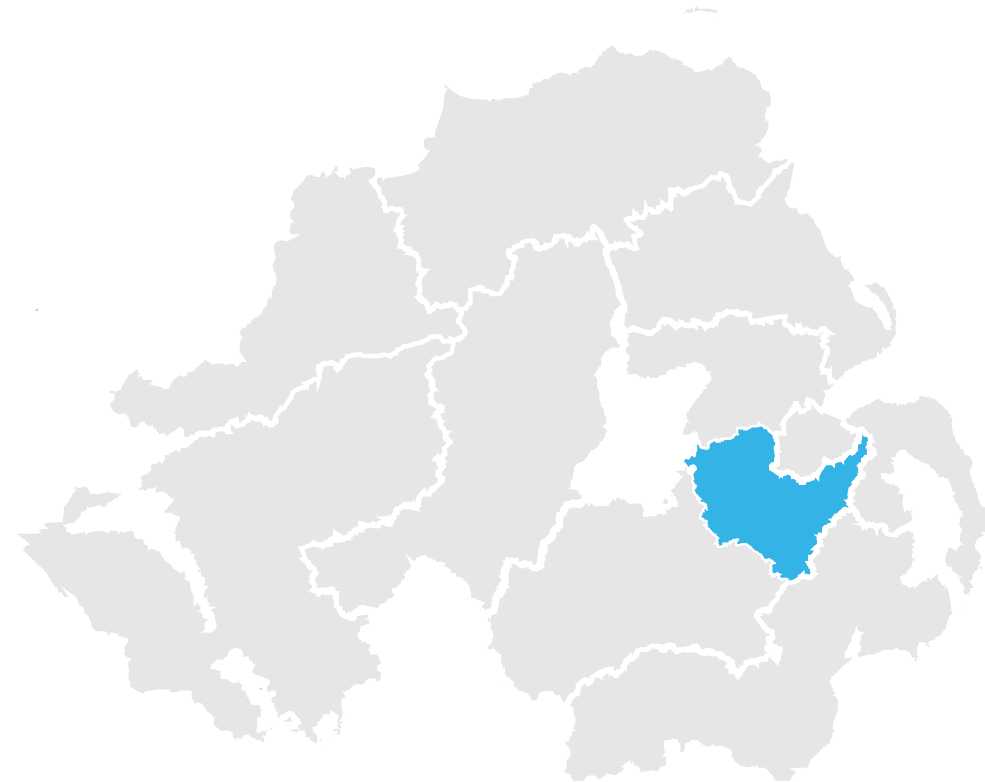
months, we want to build on the work of the last few years in the areas of physical and mental wellbeing and community engagement. In doing so:

- We will provide activities to maintain and improve the physical and mental wellbeing of our citizens.
- Through work with other partners we will support residents to achieve relevant qualifications needed to seek employment.

I want to assure our residents, businesses and stakeholders that in the current economic climate we remain focused on delivering excellent services.



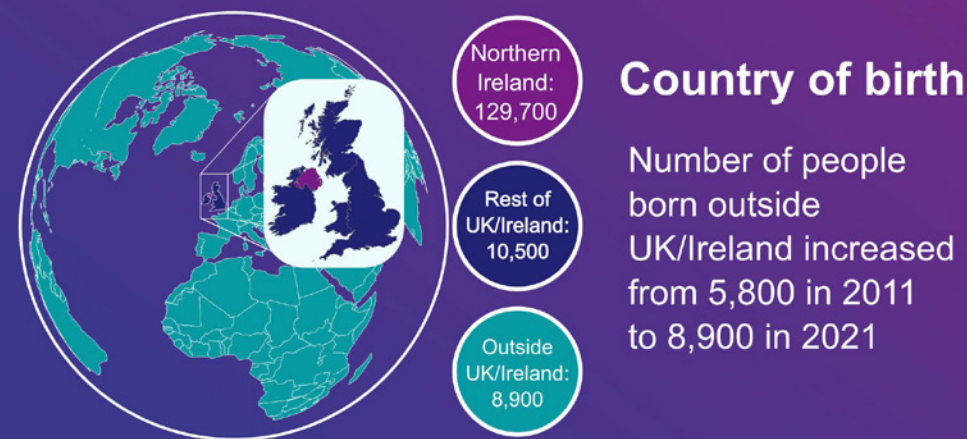
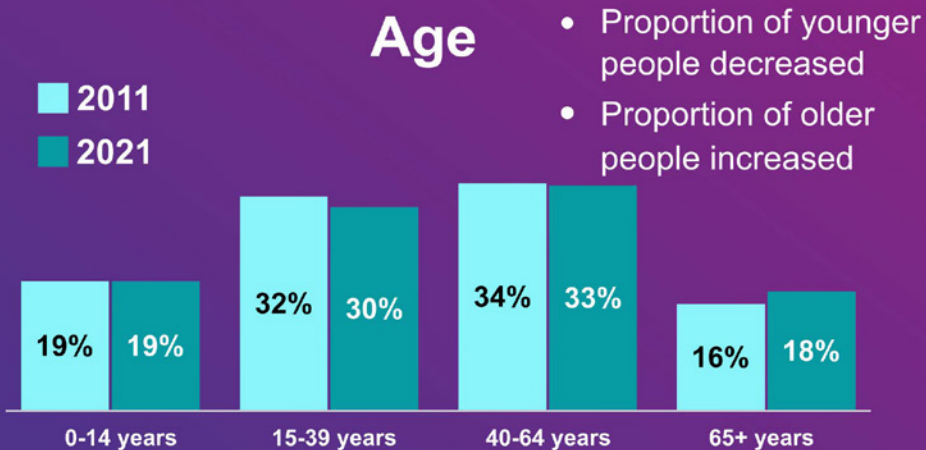
# 1. Our Council Area



## LISBURN & CASTLEREAGH

**Population** 149,100 Up 11% since 2011

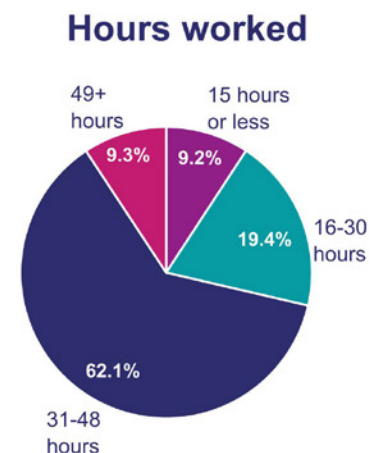
**Households** with usual residents 60,100 Up 14% since 2011



## LABOUR MARKET

Persons aged 16 and over in employment: 71,900

Persons aged 16 and over: 118,900

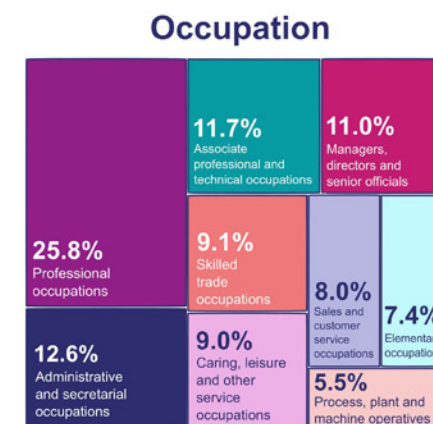
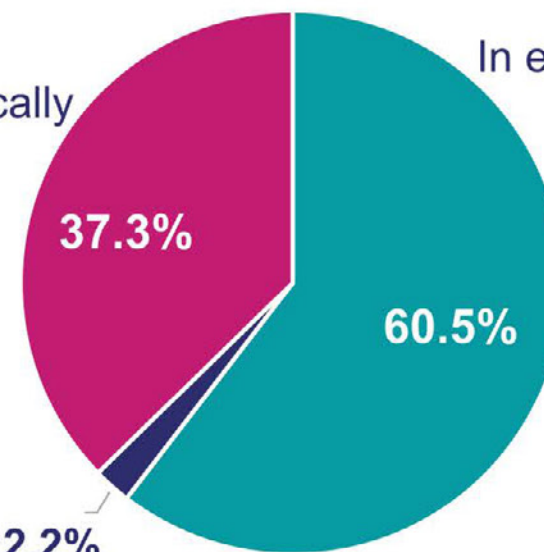


### Economic activity

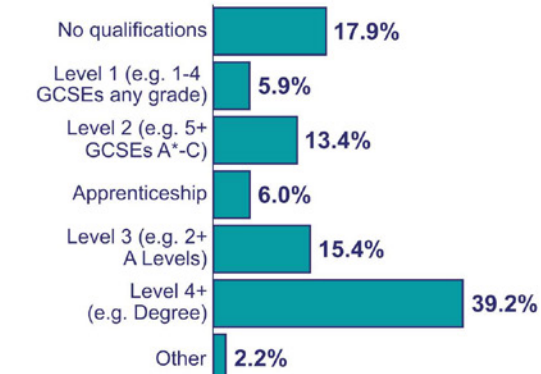
Economically inactive

Unemployed

In employment



### Highest level of qualification



# 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 2023-24 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 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 2023/24 sits within a hierarchy of plans which guide our strategic planning process and drive our service delivery arrangements (figure 1 opposite).



# 3. Agreed Performance Improvement Objectives for 2023/24

There are 2 Performance Improvement Objectives for 2023/24:

**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 2022/23 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 2022/23 especially in light of recovery from the COVID-19 pandemic.

**THE PERFORMANCE IMPROVEMENT PROJECTS FOR 2022/23 DELIVERED SUCCESS AND HAVE ESTABLISHED THE FOUNDATION TO ACHIEVING LONGER TERM OUTCOMES.**

**THIS 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 2023/24 Performance Improvement Plan will do two things:

**1 Build upon the success of 2022/23 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 2022/23 together with details of the new projects that are planned.



# 1 Performance Improvement Objective

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

## Performance Improvement Project

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

## Community Planning Theme /Interim Corporate Plan Theme

We will further develop the customer's experience when engaging with Council Services.

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

**Our Community** New

We will continue to enable our citizens to influence decision making through community conversations.

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

**Our Community** Continuing

We will continue to deliver a Participatory Budgeting Initiative across 2 DEA's to allow local people to have a say in the projects that receive funding in their communities

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

**Our Community** Continuing

We will continue to develop a corporate Digital Grant Aid system to make the grant aid process more accessible for our customers

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

**Our Community** Continuing

**We will have succeeded if we:**

**Have launched the new Customer Care System**  
**Have launched the new Freedom of Information System**

**Have developed a village plan for each the following areas during 23/24; Drumbo by end of Q2 and Killultagh, Castlereagh East by end of Q4**  
**Have been able to capture case studies on the difference the community conversations have made within the areas on a quarterly basis**

**Have received (60) applications**  
**Have made (45) awards**  
**Have been able to capture case studies on the difference the grants have made within the DEAs**

**Have launched a Digital Grant Aid System during 23/24**



# 2 Performance Improvement Objective

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

## Performance Improvement Project

We will improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical well-being programmes and understanding the benefits of these.

We will respond to local labour market needs through delivery of the Labour Market Partnership programme to provide funding to deliver a range of employability programmes. We aim to support residents within our Council area to achieve relevant qualifications that will enable them to gain employment.

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

Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation  
Sustainability

Strategic Effectiveness  
Service Quality  
Service Availability  
Fairness  
Efficiency  
Innovation

## Community Planning Theme /Interim Corporate Plan Theme

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

**Our Community**

Continuing

New

**We will have succeeded if we:**

**Have delivered (55) CSAW programmes per annum**

**Have had (1250) participants in the CSAW programmes per annum Have been able to capture case studies on the difference the CSAW programmes have made**

**Have delivered (30) Woodland programmes per annum**

**Have delivered (20) Horticulture programmes per annum Have had (1500) participants in the Woodland & Horticulture programmes per annum**

**Have delivered (33) Biodiversity programmes per annum**

**Have had (1420) participants in the Biodiversity programmes per annum**

**Have supported 80 people within our Council area to achieve relevant qualifications that will enable them to gain employment**

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## Governance & Audit Committee

22nd June 2023

**Report from:**

Performance Improvement Officer

### Item for Decision

**TITLE:** Consultation Report on the Draft Performance Improvement Objectives 2023/24

**Background and Key Issues:**

1. Council must carry out an annual public consultation on their draft produce Performance Improvement Objectives in order to meet the requirements of the Local Government Act (NI) 2014.
2. The 2023 Consultation was a six week online consultation exercise which was carried out during April and May 2023. In addition to this three focus groups were held in various locations within the Council area, at different times to enable as wide a reach and opportunity for feedback as possible.
3. 20 consultees participated in these focus groups across the three days.
4. 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 who are also residents, community groups, local businesses, as well as representatives from the statutory and voluntary sector.
5. The Performance Improvement Objectives and Projects for 23/24 were made available in draft format on the Council's website and promoted through social media during April and May.
6. Social Media analytics indicate that a total Facebook reach of all posts (20 posts in total) was 92,309 and total Twitter impressions (20 tweets total) was 15,557. Average reach per Facebook post was 4,615 and average impressions per Tweet was 777.

- 7. The most popular Tweet of the consultation was on the 10th May, it saw 5,132 impressions – 660% of the average. The Facebook post on this date also saw the highest reach with 9,744 – 211% of the average.
- 8. These social media analytics are significantly higher than the 2022 consultation where we had a reach of 7,023 users via Facebook and 1,885 impressions on Twitter.
- 9. At the close of the consultation a total of 182 responses were received from the online survey.
- 10. This is a massive improvement on the consultation responses received in recent years, 74 responses were received in the 2022 consultation, only 14 responses were received in 2021 and 50 responses were received from the online survey in 2019.
- 11. There was no consultation carried out in 2020 as the requirement for a Performance Improvement Plan that year was postponed by DfC as a result of COVID-19.
- 12. Attached under Appendix I is a copy of the consultation report on the Draft Performance Improvement Objectives for 2023/24.
- 13. This report is presented for consideration and scrutiny as appropriate.

**Recommendation:**

It is recommended that Members approve this consultation report for publication by the 30<sup>th</sup> June 2023.

**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

If yes, what was the outcome?:

**Option 1**  
Screen out

**Option 2**

**Option 3**

without mitigation

Screen out with mitigation

Screen in for a full EQIA

**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?

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

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

**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 2023/24

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

**If Yes, please insert date:**



# Consultation Report on Lisburn & Castlereagh City Council's Draft Improvement Objectives for 2023/24



**LCCC**  
Lisburn &  
Castlereagh  
City Council

## 1. INTRODUCTION

The 6 week Consultation on Lisburn & Castlereagh City Council's **Draft Improvement Objectives** for 2023/24 closed on the **18<sup>th</sup> May 2023**.

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 further develop the customer's experience when engaging with Council Services.
	We will continue to enable our citizens to influence decision making through community conversations.
	We will continue to deliver a Participatory Budgeting Initiative across 2 DEA's to allow local people to have a say in the projects that receive funding in their communities
	We will continue to develop a corporate Digital Grant Aid system to make the grant aid process more accessible for our customers
<b>We will continue to deliver Council led activities that seek to maintain and improve the physical and mental wellbeing of our citizens.</b>	We will improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical well-being programmes and understanding the benefits of these.
	We will respond to local labour market needs through delivery of the Labour Market Partnership programme to provide funding to deliver a range of employability programmes. We aim to support residents within our Council area to achieve relevant qualifications that will enable them to gain employment.

## 2. CONSULTATION METHODS

An online consultation exercise on the draft improvement objectives and projects was carried out during April and May 2023. Three focus groups were held in various locations within the Council area, at different times to enable as wide a reach and opportunity for feedback as possible.

The Council made use of social media to promote the consultation, 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 who are also residents, community groups, local businesses, as well as representatives from the statutory and voluntary sector.

The Performance Improvement Objectives and Projects for 23/24 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 total Facebook reach of all posts (20 posts in total) was 92,309 and total Twitter impressions (20 tweets total) was 15,557. Average reach per Facebook post was 4,615 and average impressions per Tweet was 777. The most popular Tweet of the consultation was on the 10th May, it saw 5,132 impressions – 660% of the average. The Facebook post on this date also saw the highest reach with 9,744 – 211% of the average.

These social media analytics are significantly higher than the 2022 consultation where we had a reach of 7,023 users via Facebook and 1,885 impressions on Twitter.

At the close of the consultation a total of **182 responses** were received from the online survey. This has been a significant improvement on recent years as the table shows below.

Consultation Year	Number of Responses to On-line Consultation
2019	50
2020	No PIP or consultation due to Covid-19 pandemic
2021	14
2022	74
2023	182



### 3. CONSULTATION FINDINGS

See below photos taken at the recent focus group meetings. Below is also an example of positive feedback received from the focus groups.



*I would like to take this opportunity to compliment your staff today at a recent Public Consultation Event held at Castlereagh Golf Club in Gilnahirk, Northern Ireland.*

*Every member of your Team spoke exceptionally well, with Professionalism alongside a genuine, sincere Human spirit approach.*

*Your staff made myself and my Dad feel extremely warmly welcome. Your team are clearly very busy in the diverse and wide range of roles they undertake, day and night in the local community to maintain local services. It is very clear they are striving to make real and meaningful changes to assist people of all ages and abilities who live within the local community. Naturally there will always be challenges and opportunities for growth, reflection and shared learning. Pivotal to ensuring this occurs, is the importance of continuous engagement. It is fundamental that an*

*excellent flow of communication continues to occur to meet the needs of the local community.*

*Equally it is important that we allow ourselves to be human, and to take the opportunity to pause, reflect, re-engage and move forward.*

*There is no doubt some days must be tough, so equally your team should allow themselves to be human when working with the Public and the local community on a daily basis.*

*I was delighted to attend today's event, really well done, staff really listened to my requests - the small touches do not go unnoticed.*

*Your staff were exceptional.*

*Well Done to all the Team and thank you for this engagement opportunity.*



The following pages contain a detailed analysis of the online survey.

## DRAFT Performance Improvement Objectives 2023/24 (Consultation)

### 1. Performance Improvement Objectives 2023/24 – Proposed Approach

1. What is your main interest in responding to this consultation? (Please tick ALL that apply)				
Answer Choices			Response Percent	Response Total
1	Citizen / Ratepayer		92.86%	169
2	Local Business		10.44%	19
3	Community Group		12.64%	23
4	Statutory Sector		2.20%	4
5	Voluntary Sector		9.34%	17
			answered	182
			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 continue to develop a corporate 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		42.46%	76
2	No		20.11%	36
3	Don't Know		37.43%	67
			answered	179
			skipped	3

Summary of comments on Improvement Objective 1 & Improvement Project 1	Council Response
<p>To a point. Not everyone has access or feels comfortable using Digital systems - there has to be an alternative available.</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 website is under review and a new website will be launched in due course.</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>More information on this improvement project including the measures of success, the key performance indicators and expected outcomes will be detailed in the Performance Improvement Plan following this consultation.</p>
<p>Website is terrible to navigate, contact details for officers out of date, cannot find grants or events easily. The grant aid system was due to be released long ago. Grants are great help and staff are helpful however the application process is diabolical, outdated and a barrier for applicants.</p>	
<p>Not certain what this relates to but if referring to financial assistance for community groups it feels like a Digital First approach would be beneficial for all parties subject to transitional assistance for those tasked with engaging in the process on behalf of community groups having the support necessary to navigate such a system.</p>	
<p>Important to maintain a blended approach both keep traditional communication (phone numbers) and also email addresses and digital platforms. Use bus-stops for communication as well gets info out into the community.</p>	
<p>Definitely a necessity in this current climate From tonight's briefing I have amended to yes above, it was don't know</p>	
<p>It would be a positive move to streamline &amp; simplify systems to make applying easier for groups with less capacity</p>	
<p>It feels like an important project to work on, so keep going. The objective is key to citizenship.</p>	
<p>The fact that it is not Digital only is very good as some groups (older or disabled) may not have access or the capacity.</p>	
<p>Yes, the growth in provision with this project can only be advantageous</p>	
<p>Northern Ireland business is very weak when it comes to best business process practice. Assisting with digital transformations (eg: The Digital Surge Programme) is fundamentally beneficial and should be encouraged.</p>	
<p>When you say 'digital' this can be useful but only if there is also an alternative option for those without online access/ability</p>	
<p>I think you would need to word this better so all folk can understand what you are actually referring to. Corporate strategic language is not familiar to everyone.</p>	
<p>Will need more info on the digital grant aid system. It needs clear time frame and milestones</p>	
<p>Are key performance indicators going to be published? Is the contract fixed priced delivery?</p>	
<p>'Continue to' is too indefinite. Set a clear date for the project to be completed and report on success or failure</p>	
<p>All objectives should be clearly SMART and advise rate payers of the proposed costs and expected benefits</p>	

Summary of comments on Improvement Objective 1 & Improvement Project 1	Council Response
<p>How do you propose to do this? I belong to an allotment group who have never once applied for a grant until this year and it is a minefield. But how are you going to develop this? There is no explanation.</p> <p>Needs tweaked for practicalities when completing applications Any new system should be tested with the end user before going live</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 two 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		50.56%	91
2	No		20.56%	37
3	Don't Know		28.89%	52
			answered	180
			skipped	2




Summary of comments on Improvement Objective 1 & Improvement Project 2	Council Response
<p>Based on a recent funding in Lisburn north those communities who can bring out larger numbers will get funding and the smaller groups will lose out</p> <p>Very good opportunity. Not really relevant for rate payers only Community voluntary sector. An increase in award and restriction on who can apply i.e. maximum income threshold would allow for greater impact to smaller groups</p> <p>I have seen the success of this in Annahilt and I know that this can work. Brilliant initiative.</p> <p>The Participatory Budgeting is a great opportunity for local organisations to make their case for financial assistance.</p> <p>I had recently attended a Grand Choice event and thought it</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 two 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 recent years and the Council would like to continue this initiative in another 2 DEA's (District Electoral Areas).</p>

Summary of comments on Improvement Objective 1 & Improvement Project 2	Council Response
<p>was an excellent way for the community to get involved and have their say</p>	
<p>It sounds like a positive initiative as giving local people a say in budgeting</p>	
<p>The uptake of these events is brilliant. I really like the idea of a big pot of money helping lots of groups instead of just one or two who are good at putting applications in</p>	
<p>Seeing the opportunity for groups today to share what's Available within the different sectors and the needs can only be an improvement</p>	
<p>Why only 2 DEAs? Should be across all DEAs This is not fair to rural communities</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. We have already delivered PB in 3 DEAs during 22/23 we aim to deliver a further 2 in 23/24. The DEAs are a mix of both rural and urban areas.</p>
<p>I think you would need to word this better so all folk can understand what you are actually referring to. Corporate strategic language is not familiar to everyone.</p>	<p>More information on this improvement project including the measures of success, the key performance indicators and expected outcomes will be detailed in the Performance Improvement Plan following this consultation.</p>
<p>It's an objective but how often is it met</p>	
<p>Unclear objective using language which is not explicit and probably not understood by most people. Also need to identify the 2 DEAs</p>	
<p>Not enough detail on the extent of Participatory Budgeting powers that would be available and the workings around that so cannot comment on whether it meets the objective or not.</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>I heard lots of great delivery on this project. Just need some clarification around the selection process - well done.</p>	
<p>The general idea is good but lack of monitoring impact of actual projects as well as encouraging successful projects to create legacies</p>	<p>The Communities team will monitor the impact of these projects and casestudies will be captured and reported on throughout the year.</p>
<p>However these need to be more easily explained and highlighted publicly</p>	<p>Promotion of the Participatory Budgeting Initiative will take place across the relevant DEA's (District Electoral Areas).</p>
<p>More could be done to include the rural or suburban Community Grand Choice initiatives - can we open an online ballot alongside the in person event to support those who can not make it on the day</p>	<p>This will be considered by the Communities Team.</p>



**Improvement Project 3**

We will continue to enable our citizens to influence decision making through community conversations.




4. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		55.37%	98
2	No		24.29%	43
3	Don't Know		20.34%	36
			answered	177
			skipped	5

Summary of comments on Improvement Objective 1 & Improvement Project 3	Council Response
<p>Need to see more evidence that this will actually be viable and not just lip service</p> <p>Citizens don't seem to have any say in any decision making</p> <p>Not enough advertisement for these discussions to allow proper engagement and representation from the actual community</p> <p>Would help if it included a method of including citizens that work full time and can't avail of community conversations.</p> <p>How would you ever measure the effectiveness of this? Target needs to be measurable - how many community conversations and how often?</p> <p>How will you plan to achieve this</p> <p>Again this could mean anything. Needs to be more specific about what a community conversation looks like and where and when they will happen</p> <p>Again I don't think I have ever participated in any community conversations influencing decisions. So again I ask how is this going to be achieved?</p> <p>This sounds good on the surface but there are no details to support or disagree to what is being proposed.</p>	<p>We have completed a community conversation in Annahilt during 2022/23. We are planning to launch community conversations in Drumbo, Killultagh and Castlereagh East. 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> <p>More information on this improvement project including the measures of success, the key performance indicators and expected outcomes will be detailed in the Performance Improvement Plan following this consultation.</p>

Summary of comments on Improvement Objective 1 & Improvement Project 3	Council Response
<p>I would like to know more about how community conversations are facilitated by the Council. Do we not contact our elected representatives when in need of assistance?</p> <p>As long as engagement is taken into consideration and decisions are not made regardless of the consultation outcome</p> <p>This is a fundamental objective as creating opportunity for genuine engagement at an appropriate level in decision making process prompts inclusion and understanding</p> <p>The objective is key to citizenship. The project of facilitating community conversations is dead right.</p> <p>This is a sound objective. I would be interested to know what form "continue to enable" takes</p> <p>I have recent experience of poor community collaboration in the Derriaghly area. More visibility required on Planning.</p> <p>Does this include parents of young children? Are more young people involved?</p> <p>I would like to be able to influence what goes on in my community and I certainly don't think my vote this month will give me that opportunity.</p> <p>These councillors that stand in our area are crap and are the main part of the problem and don't do anything for us really. Most of them are dinosaur's not in touch with problems young families are facing.</p> <p>I am not aware of any community conversations that have gone on in my area!</p> <p>I'm not aware of much engagement with the community or meaningful attempts to involve people in decision making.</p> <p>What's the point of electing someone to be your representative to have their authority to do so diluted by "community conversations"?</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>The Communities team will monitor the impact of these projects and casestudies will be captured and reported on throughout the year. Promotion of the Participatory Budgeting Initiative will take place across the relevant DEA's (District Electoral Areas).</p> <p>Promotion of the Community Conversations will take place across the relevant DEA's (District Electoral Areas). They will be Drumbo, Killultagh and Castlereagh East.</p> <p>Community Conversations are targeting the community as a whole and this means young and older people.</p>

**Improvement Project 4**

We will further develop the customer’s experience when engaging with council services.

5. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		50.00%	89
2	No		25.28%	45
3	Don't Know		24.72%	44
			answered	178
			skipped	4

Summary of comments on Improvement Objective 1 & Improvement Project 4	Council Response
<p>Having a polite person on reception to forward calls onto the relevant department is adequate customer service. Please don't waste money on needless development</p> <p>Success depends on how you do this</p> <p>The website needs to be more used friendly and there needs to be a way for non-digital savvy people to contact EASILY</p> <p>Online services improve access to council services at a time suitable for the customer</p> <p>Not sure customer experience is great as per my previous answer it is a challenge to speak to the correct people, contact details are out of date, not clear on what department what, the main telephone line frequently does passes me to the wrong dept.</p> <p>How would you ever measure the effectiveness of this?</p> <p>Could mean anything. Needs to be more specific about the how</p> <p>No time frames or tangible targets. How are you going to develop this?</p> <p>Again a little detail of the 'how' would be more helpful here.</p> <p>I don't know how this is being measured or done in anyway</p>	<p>During 21/22 and 22/23 a number of services were provided online, as online services are 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 digital first not a digital only Council. Building upon this, it is planned that we will launch a new Customer Care System for handling complaints and also a new Freedom of Information System for capturing Freedom of Information enquiries.</p> <p>More information on this improvement project including the measures of success, the key performance indicators and expected outcomes will be detailed in the Performance Improvement Plan following this consultation.</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 improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which include; developing skills in horticulture, physical wellbeing programmes and understanding the benefits of these.

6. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		57.87%	103
2	No		21.35%	38
3	Don't Know		20.79%	37
			answered	178
			skipped	4

Summary of comments on Improvement Objective 2 & Improvement Project 1	Council Response
<p>Horticulture is fairly low down on the list of things that are likely to improve physical, mental and emotional wellbeing in my opinion.</p> <p>Physical wellbeing is directly linked to mental wellbeing, so the easiest way to deliver this improvement objective in my opinion is to make our council area more accessible and more appealing to walk and cycle in as this will incentivise people to get active.</p> <p>Currently the whole council area feels designed to optimise driving efficiency at the expense of pedestrians, and as such personally I have little interest in stepping out my front door and walking to anything in my community. I am too often put in contact with extremely high speed roads, pedestrian crossings that take far too long to cross due to the timings, and a lack of green space connecting areas so I'm forced to walk alongside cars moving at very high speed which is unappealing.</p> <p>To a point. During Covid many citizens had time on hands and were happy to help plant out their local areas. Now many no longer have the time and many resent being asked to plant out areas that are really the responsibility of the local council. It is fine to ask</p>	<p>We know that there are various ways that as a Council we can contribute to improving the Health and Wellbeing of our Citizens and staff, 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,</p>




Summary of comments on Improvement Objective 2 & Improvement Project 1	Council Response
<p>the community to plant out if they are able to help but they should not be penalised by reduction or removal of planting out if they can't.</p> <p>Again, it would help if there was a commitment to develop ways to engage with those who do not have the time or freedom to get involved. I am specifically thinking of those who are full time carers for a family member.</p> <p>Mental health issues are not given enough priority nor issues facing young people. There is nothing at all targetting the LGBTQ of the LCCC area. Never mind the citizens a lot of your staff are feeling under-appreciated and experiencing burn out.</p> <p>You don't mention arts &amp; culture. The arts &amp; creative industries contribute £109b to the UK economy - more than agriculture.</p> <p>The arts and culture sector has an important benefit on health and well-being. Those who had attended a cultural place or event in the preceding 12 months were 60 per cent more likely to report good health, and theatre-goers were 25 per cent more likely to report being in health than the average.</p> <p>Improvement objective is ok but more detail needed on the projects e.g. when where and how</p> <p>A focus on improving mental health is really important at present, as well as physical health.</p> <p>Given the financial crisis at present I don't see how the council is going to be able to fund these programmes. If you need to charge a fee for these programmes not everyone will be able to afford it and invariably the most needy will miss out. I would hope that in developing these programmes that they would be inclusive and that the needs of people with disabilities would be considered. Physical activity such as exercise or gardening may not be suitable for everyone and programmes will need to be adapted.</p> <p>Plant to plate a very good example.</p> <p>Lough Moss - Horticulture Centre - Brilliant</p> <p>Rural communities being focused</p> <p>Great work clearly going on with physical health and horticulture events. More needs to be done for mental health and neuro diversity awareness - needs to be more education and events surrounding autism and dyslexia awareness for citizens / employers/ parents.</p>	<p>Men's Walking Rugby, Over 50's Pilates, Disability Tenpin Bowling League, Yoga, Baby Massage Classes.</p> <p>This will be considered and shared with Leisure &amp; Community Wellbeing colleagues</p> <p>This will be considered and shared with Leisure &amp; Community Wellbeing colleagues</p> <p>This will be considered and shared with Leisure &amp; Community Wellbeing colleagues</p> <p>More information on this improvement project including the measures of success, the key performance indicators and expected outcomes will be detailed in the Performance Improvement Plan following this consultation.</p> <p>More information on this improvement project including the measures of success, the key performance indicators and expected outcomes will be detailed in the Performance Improvement Plan following this consultation.</p> <p>This will be considered and shared with Leisure &amp; Community Wellbeing colleagues</p>



Summary of comments on Improvement Objective 2 & Improvement Project 1	Council Response
<p>Objective is ideal so I am delighted the Council is now using it.</p> <p>In principle this is very good. Physical and mental wellbeing is very important. Horticulture will certainly appeal to many, but are there other educational opportunities being missed.</p> <p>Congratulations on Bells Lane and tree planting. Need to reuse unused plots</p> <p>Does this include those with children? Eg. horticulture skills, physical wellbeing to include family activities. Could you join with voluntary &amp; community organisations to deliver some of these things?</p>	<p>These programmes are targeting the community as a whole and this means young and older people.</p>

### Improvement Project 2

We will respond to local labour market needs through delivery of the Labour Market Partnership programme to provide funding to deliver a range of employability programmes. We aim to support residents within our council area to achieve relevant qualifications that will enable them to gain employment.

7. Have we got this Improvement Objective and Improvement Project right?				
Answer Choices			Response Percent	Response Total
1	Yes		55.31%	99
2	No		16.76%	30
3	Don't Know		27.93%	50
			answered	179
			skipped	3

Summary of comments on Improvement Objective 2 & Improvement Project 2	Council Response
<p>I'm not sure it is the remit of a local council to work on employability programmes, I would assume this is up to the relevant education authorities. Happy to accept if I'm mistaken here though.</p> <p>Uncertain if this is strictly Council business - are there not enough educational establishments to do this? It certainly should not be a Council stand-alone programme but if they have to run it, should</p>	<p>We recognise that the cost of living crisis is having a huge impact on the lives of our citizens. The stress of increased energy bills to the day-to-day struggle of trying to make ends meet is having a detrimental effect on the mental and emotional wellbeing of our citizens. This improvement project will be delivered in 2023/24. The aim is to support residents to achieve relevant qualifications that will enable</p>

<p><b>Summary of comments on Improvement Objective 2 &amp; Improvement Project 2</b></p>	<p><b>Council Response</b></p>
<p>be run in partnership with local educational agencies.</p> <p>More funding and support for small businesses who do not have the capacity due to trying to do day to day business. Training on staffing issues, project management, finances, advertising would be worthwhile such practical training is offered for community groups- could this be looked at in relation to businesses</p> <p>Translink is a big employer across NI and struggles to recruit engineering staff as the public don't realise the background work in keeping vehicles on the road. Engaging with Translink and developing a partnership could provide real opportunities for a career in engineering.</p> <p>Be more engaging with local schools as not everyone is academic</p> <p>Need better collaboration with local stakeholders especially jobs and benefits office</p> <p>Really important. We have a chronic and systematic issue across Northern Ireland society where a significant proportion of young people are leaving education with few or no qualifications. In 2023, with a 10x economic strategy afoot and a knowledge based economy the direction of travel, we need to do better at building on-ramps for those who perhaps haven't followed the traditional educational route and/or who have been adversely impacted by life circumstances or their own decisions at an earlier stage.</p> <p>Would be a positive move to link with foodbank/social supported (Lisburn Community Trust) to engage their clients and improve employability for clients struggling that have limited skills or confidence.</p> <p>The objective is dead on.</p> <p>I think that this is an admirable objective.</p> <p>Good to hear about the programmes and the Council offering job opportunities</p> <p>Regeneration of city centre is key and good to hear there is a plan.</p> <p>Consider those who are not in employment?</p>	<p>them to gain employment and we will do this by working with partners.</p> <p>This will be considered by Economic Development colleagues</p> <p>This will be considered by Economic Development colleagues</p> <p>This will be considered by Economic Development colleagues</p> <p>This will be considered by Economic Development colleagues</p> <p>This will be considered by Economic Development colleagues</p> <p>This will be considered by Economic Development colleagues</p> <p>This will be considered by Economic Development colleagues</p>

Summary of comments on Improvement Objective 2 & Improvement Project 2	Council Response
<p>This would be a good objective provided it is spread across the whole council area instead of just Lisburn.</p> <p>Collaboration is key for this - working with all key stakeholders so that benefits are realised</p> <p>Use local bus stop advertising screens to publicise.</p> <p>As an employer I've never heard of this scheme or seen any of its outcomes! I've had a staff shortage and am competing against council employment at ridiculously high wages!</p> <p>SMART is essential where spending is planned. Should also consider strategic partnerships to target local businesses needs</p> <p>Where is this initiative now? How is it accessed? What sectors does it serve?</p> <p>More collaboration with delivery partners, eg social enterprises, non-profit organisations?</p> <p>No idea what the labour market partnership is</p> <p>Not enough detail about the LMP provided</p> <p>Difficult to say without knowledge of the Labour Market Partnership programme</p>	<p>This will be considered by Economic Development colleagues</p> <p>This will be considered by Economic Development colleagues</p> <p>More information on this improvement project including the measures of success, the key performance indicators and expected outcomes will be detailed in the Performance Improvement Plan following this consultation.</p>
<p>Needs a measurable target that you are aiming to achieve</p>	

SUMMARY OF COMMENTS FROM QUESTION 8 & 9 BY SERVICE AREA	COUNCIL RESPONSE
<p><b><u>CITY CENTRE / VILLAGES</u></b>                      Encourage more independent traders to the town centres</p> <p>Help for shops to encourage more retailers into the town.</p> <p>Increased promotion of events to encourage people into the city centre. Christmas lights really help this but is there something that could be done 2 or 3 times a year in addition to them?</p> <p>Improve our main Bow Street shops by closing down the Bow Street Mall</p> <p>Less wasting of money on stupid signs in city centre - . More investment in local business and all those empty units in Lisburn City centre.</p> <p>More effective use of rate payer money &amp; less spent on Christmas light show. Other councils realised this was extravagant in the current climate but Lisburn went ahead. Read the room,</p> <p>Get more businesses for retail back in city centre to attract people to visit</p> <p>Support of local service businesses, engagement on rates and services, support for city centre development and growth</p> <hr/> <p>Get the City Centre vibrant again. No one I know wants to shop there. It's not themed days required but tenants for decent shops. Focus on raising the profile of our local history and traditional crafts. Stop giving planning permission for new houses. The infrastructure can't cope. Too much focus on families not enough on other groups.</p> <p>You have to encourage shops and businesses to come to borough. I am not sure enough is being done.</p> <p>Unless you improve the economic position of Lisburn there will not be enough money to pay for these things. Perhaps come one who is dealing with business should be employed. The rent and rates are too high as well. What about a scheme to bring back some local lead shops (like Hollywood). We need to be a destination city.</p> <p>Local businesses should feature highly on the agenda in particular retail. Hospitality continues to be the main spotlight but retail is the sector under threat and the one that is in tune with the current community and cuts if living crisis.</p> <p>Reduce rates, encourage investment, get the shops open again, get shoppers coming to Lisburn again spending their money and encouraging the local economy. This town is dying, with more and more buildings becoming empty. Reduce rates not waste them on projects!!</p> <hr/> <p>Not enough being done for city centre and local business (as usual). Money available for Christmas lights but not to support service and hospitality business that would drive footfall into the failing town centre.</p>	<p>These comments will be considered and shared with Economic Development colleagues.</p>
<p><b><u>ARTS SERVICE</u></b>                      I think Lisburn needs to celebrate it's history and heritage. An inclusive festival that is welcoming to all. Maybe something arts based. The town is desperate need of a bit of new life and energy.</p>	<p>These comments will be considered and shared with Arts and Community Services colleagues.</p>

<p><b>PLANNING</b></p> <p>Stop with the SOCIAL HOUSING. What happened to AFFORDABLE HOUSING??Too many people from outside areas threw into Lisburn and adding to the drug capital of NI!! Wake up LCC stop taking the money. Lots of people don't feel safe in their own homes because u keep approving all these developments near private residence! Start looking at the empty shops and lack of toilets (which creates its own problems with drug users)! More social events in the city like farmers markets, bring back the life into this place.</p> <p>Greater public involvement in planning committee accountability and decision making.</p> <p>Stop building houses in Moira unless you are going to upgrade the road system. Street lighting from Moira train station to the Lisburn Road.</p> <p>Less of building on green fields, there's no need when there's plenty of brown field areas</p> <p>The infrastructure in Hillsborough is not grossly inadequate. Parking, car parks, traffic in general is disgraceful. The planning authorities continue to allow Hillsborough to grow without providing the supporting infrastructure. This has led to the transformation of an attractive and quaint village (which was a desirable location throughout NI) into a frustrating and unpleasant place to visit. You have allowed this to happen and you must be held accountable for doing so. I am looking forward to significant improvements in the near future.</p>	<p>These comments will be considered and shared with Planning colleagues.</p>
<p><b><u>ENVIRONMENTAL SERVICES</u></b></p> <p>Recycling Site In Dundonald</p> <p>Discontinue use of Bryson House kerbie scheme. It is very badly managed and ineffective.</p> <p>Recycling centres so far behind in terms of set up...time to catch up and add more to the populated areas</p> <p>Dog fouling and litter</p> <p>Roll out of blue bins There is zero visibility of local councillors in my area - you've wasted so much money on bins &amp; kerbies and now you want to bin them all and give us a tiny bin - what exactly are we paying rates for?</p> <p>Recycling centre for the Dundonald area</p> <hr/> <p>More toilet facilities for both families and the disabled that are accessible at all times. That cater for those who need changing for adults as well as babies</p> <p>Nothing mentioned about the environment/biodiversity or climate change, these are big issues that councils should be making plans about</p>	<p>Issues relating to enforcement and street cleaning will be raised with Environmental Services colleagues.</p>



<p><b>COMMUNITIES</b></p> <p>Improve walkability and design the area for local residents to spend time in rather than design it for the efficiency of traffic moving through. Deliver the Carryduff Greenway. Ensure planning applications for store fronts ensure they are fronted on the road rather than set back with huge car parks that pedestrians need to traverse to reach the front door. Plan the area like it's a modern city/town rather than turning it into an American style sprawl that relies on car dependency for everything.</p> <hr/> <p>Improvement in community facilities in Lambeg / Belsize areas - there has been a large increase in social housing and there has been little done for local residents, we are sandwiched between areas where councillors actively work with funded groups on a range of issues and activities</p> <p>Better linked in with Castlereagh east areas. Some of the events that Lisburn hold are amazing we would like to see those in Castlereagh too.</p> <p>Better funding for businesses and groups, more interactive programmes with less consultants, better website, more communication on things that matter rather than pictures of members. Bring your services out to the communities. A DEA approach for all things would work better</p> <p>Engage with the local people and not just the leaders of community groups. Not everyone feels the same way. Some areas get a lot more benefits and help than others 2 minutes down the road</p> <hr/> <p>More advice on funding opportunities without the red tape</p> <hr/> <p>Safe spaces for youths to congregate without having to pay</p> <hr/> <p>I would like to see proactive support from council in engaging with rate payers. Establishing a collective voice for all residents in all areas including those not currently receiving support from council in having their needs expressed and met.</p> <p>Truly engage with those in the community whom you are about to impose new schemes on. Truly listen and facilitate a better quality of life stop wasting millions on feel good projects for LCCC.</p> <p>More events specifically for young people</p> <p>Stop displaying flags and the arch in Lisburn city centre each summer.</p> <p>More communications to residents directly as they may not be aware of community groups in the area. Please continue work with families and children in the area. eg bat walks, allotment activities - incorporate this in to smaller rural villages in the Council area eg. grow your own food. Reach out to more pre-schools, community and voluntary groups eg. Surestarts, Atlas do these activities. Changing places - toilets. Social media posts re location of toilets and changing places toilets. Breastfeeding friendly spaces (everywhere) would be beneficial to see for parents/families.</p> <p>More activities happening in the Castlereagh side of the council. More recognition events for volunteers and community - but the end of the Mayors Awards. Volunteers Week? All volunteers are winners - they don't need awards from the Mayor to know this and certainly not thousands of pounds spent on a lavish ceremony in a hotel.</p> <p>Lisburn has much better services - bins and pests - than Belfast and are much better communicators I feel when comparing the two. Island centre also great for cultural stuff and Lisburn library brilliant for kids. Transport links great here too - in terms of community engagement the only thing that leaves me unable to recommend Lisburn as a place to live is flag flying in mixed areas, including paramilitary flags. This should be tackled before LCCC feels that they're supporting good mental health for citizens.</p>	<p>This will be considered and shared with Communities colleagues.</p>
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<u>GENERAL</u>	
<p>To stop spending on frivolous things and help the volunteers/voluntary groups who are often struggling to run local activities</p> <p>Make the area cleaner, safer and more attractive to locals and visitors, you might want to look at the activities and facilities provide by ABC council, nice street furniture, better parks, and community events.</p> <p>I live in a rural area we have no footpaths no street lights we pay too much rates for getting our bins emptied and using the excuses that rate pay for a leisure centre nearest one 12 miles away or the ridiculous expense of Christmas light s does not wash Christmas lights don't feed families</p>	
<p>Cut all the bureaucracy, and the millions wasted in nonsense like re naming and online promotion, and do the basics. The intake from taxes is huge yet every single area of our areas is run down and getting worse. Stop wasting money!!!!</p>	<p>This will be considered and shared with all Heads of Service and senior management</p>
<p>Treat the rest of the council area as well as you do Lisburn. Total inequity in service provision.</p> <p>Better quality councillors need to bring in a rule to get rid of ones who have overstayed their use.</p> <p>Less VIP treatment for councillors and their families at civic and community events. Here to serve not be served.</p> <p>I would like to see all business at council meetings being totally transparent and open to the public, no taking controversial items into committee.</p> <p>Other NI Councils are more transparent with their Committee Reports and meetings.</p>	
<p>Placing sustainability at the heart of everything the Council does.</p> <p>I would love to see area regeneration in the Knockmore Road - reintroduce marked cycle lanes on the footpaths, maybe send a road sweeper along every now and again to clear the central areas of debris and stones, if leaving SuperValu and driving onto the Knockmore Road, it's very uneven, encourage whoever owns the land occupied by SuperValu to take care of it. It's litter and potholes, a general eyesore. Oh and please please widen Brokerstown Road and put speed limits in place. It hasn't changed in decades yet thousands of residents have moved into nearby developments. Thanks!</p>	
<p>I would like LCCC to acknowledge that Dundonald is part of their Council area and we to would like tea dances and the like put on in our area too. The Moat Park Pavilion is so under utilised that it could be used for various events that our residents would love to take part in but due to the fact that everything happens in Lisburn a lot of our residents do not have access. We also really do need a recycling centre within the area and also a council run swimming pool. For the size of Dundonald the amenities and infrastructure is ridiculous. There are at least 5 schools within the area that make great use of a local swimming pool for classes but no instrad they have to go outside the area to N'ardsband maybe get 20mins if that in the pool. Due to travel there and back. Dundonald also has an older generation that would make use of the pool for water aerobics (Avoniel was always packed) not everybody needs or wants a gym. We, Dundonald does not cater for everyone especially those who are not able bodied as everyone else.</p>	<p>This will be considered and shared with all Heads of Service and senior management</p>
<p>I was unaware of the full extent of training opportunities provided. Great plans</p>	
<p>Additional skatepark to the city, roads and more public spaces.</p>	
<p>Teach citizens about what the council actually does. Teach us in schools universities and via you tube videos. Teach older people and adults. More awareness of autism / dyslexia / neuro diversity.</p>	
<p>Scooter park for the young people to use like every other council area have!!</p>	
<p>More focus on providing and promoting quality events, services and facilities in Dundonald.</p>	
<p>It would be good to see a recognition of the current financial hardships faced by many residents and steps taken to help access services for these residents. Maybe free access to a council facility or activity once a quarter or a reduced rate for vitality membership for residents. It's a noble goal to be funding community projects and organisations but that doesn't help many people on an individual level.</p>	

Look after the people in Dundonald better, provide us with better leisure facilities like a swimming pool & spa, another gym and less false promises of a "new" ice bowl which in all honesty has been talked about since 1991!!!!

Wise spending and use of funds. Lisburn itself is almost a ghost town, never mind a city! Parking can be an issue. Some free parking might encourage folks to go into Lisburn.

Focus groups and engagement beyond community groups. As a % of of the city's total population, these groups can have a disproportionate voice.

Lowered rates and councillors who actually work/sit in Stormont. A voice for LGBTQ in LCCC. More provisions for people with disabilities and older people. Greater recognition for volunteers in community groups. An improved recycling service Council wide - eg to include glass at household pick up. Better enforcement of fines for littering and dog fouling.

Actual value for money for Dundonald residents, including but not limited to better recycling facilities provision closer than Carryduff. Currently it feels as if all my rates are spent on pointless Christmas lights displays in Lisburn & Hillsborough that I never see as I have zero reason to be in those areas.

I would like to see less money spent on frivolous events and more funding spent on people with head injuries, mental health, projects for all children so as to promote diversity, better roads ( pot holes in every estate disgusting) more openness where funding is spent

Open and honest communication. Councillors and executives engaging directly with businesses and rate payers!

Integration of all parts of the community making Lisburn diverse and inclusive for all

Inclusion of some environmental objectives

Communication with rate payers. Council magazine is a marketing initiative. Belfast Live seems to know more about council activities than rate payers

Dundonald remains the 'forgotten' part of the Council - we're too far away to attend events in Lisburn City and taking the Coronation as an example, there was virtually nothing organised by the Council which local people could attend. Making money available via grants is not the answer; we don't have the contacts or knowledge to be able to organise large-scale events ourselves, and therefore often the grants go to 'closed' groups who run events for their own members rather than the wider Dundonald population. Given the population in Dundonald and the proportion of rates budget which is generated here, we need a proportionate share of the events, organised by the Council as they are in other parts of Lisburn and Castlereagh. Maybe you could begin with a regular market in the car park at Comber Rd? The Christmas market was fantastically supported, because we never have any artisan makers in this area.

A drive to bring more shops to Lisburn, I am tired of hearing people say 'what would take you to Lisburn to shop, there's nothing there' the Mall is a disgrace full of empty shops. Lack of public toilets is also a problem.

Return the forest to it's previous forest state and tackle traffic calming in Hillsborough and dog fouling

Live within Budget without passing on major increases. Look at how services are cut i.e. Amenity sites hours are constantly being reduced and failure to open on a Sunday while other council areas do it is ridiculous. Equality in proposals i.e. nothing is done for the demographic I am in so paying rates for bins to be emptied and not much else is a disgrace - but then it is Lisburn Council and really nowhere exists outside of Lisburn!!

<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>Get the roads in order, an absolute nightmare with all the dangerous potholes and even the unevenness of some roads where they've been dug up and not evenly repaired.</p> <p>I'd like to have seen a strategy around road safety, road improvements and so on. There are far too many surface defects and potholes.</p> <p>Less money spent on nonsense and more money spent on what matters- schools and healthcare.</p> <p>More attention toward pressing public issues rather than the decor and appearance of Lisburn. EG: plants beside the roads could be better appreciated if the roads were properly maintained and not full of temporarily filled pot holes.</p> <p>The roads maintained in timely manner. Most roads in my area are un-driveable and dangerous</p> <p>Better parking facilities more double yellow lines listen to residents who raise traffic concerns</p> <p>Traffic Management. Why is there no pedestrian subway at the traffic lights at the Union Bridge</p> <p>More doctors surgeries. More schools</p> <p>road widening</p> <p>Childcare support is the only thing that will make me employable. I have completed several chartered certifications in recent years but none of them have made going out to work accessible due to the cost of childcare. Grants or funding in this area would be absolutely ground-breaking.</p>	<p><b>These matters do not pertain to Council but will be shared with the relevant responsible organisation, as follows:</b></p> <p>Department of Infrastructure, Transport NI &amp; Department for Communities</p>
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## Governance & Audit Committee

22<sup>nd</sup> June 2023

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. The Council's risks continue to be monitored and managed (Appendix I Corporate Risk Register Dashboard), with the following fluctuations since the last quarter:
  - CRR 3 Economic Activity – reduced from medium to low risk due to legislation and trade arrangements being continually renewed in line with the prevailing economic circumstances and NI Growth predicted to be better than UK. Risk removed from corporate risk register to be managed at Departmental level on Regeneration & Growth's Risk Register.
  - CRR 5 Data Sharing – Removed from Corporate Risk Register to be managed at Departmental level by new directorate, Organisation Development & Innovation. No breaches to date have incorporated the misuse of a data sharing agreement or the lack of the same. Further to this the Council has carried out an assessment against the ICOs self-assessment standards and an action plan from this will be drafted with the potential for a new risk to be developed at departmental level. The cross directorate group relating to information governance have commenced their work and the first stage of this is to review and consolidate the Council's data sharing arrangements.



- CRR 11 Burial Grounds – Escalated from Environmental Services Departmental Risk Register due to low capacity of new burial plots.
3. Directorate Risk Registers were previously presented to their Home Committees on a bi-annual basis (June & December) within the quarterly performance reports. In accordance with the new reporting structure Directorate Risk Registers will now be made to G&A Committee (Appendix II to VI).

**Recommendation:**

It is recommended that Members:

1. Note the Corporate Risk Register (Appendix I).
2. Note the Directorate Risk Registers (Appendix II to Appendix VI).

**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? Yes/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
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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)**

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 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:**

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 Dashboard
- Appendix II Environmental Services Risk Dashboard
- Appendix III Finance & Corporate Services Risk Dashboard
- Appendix IV Organisation Development & Innovation Risk Dashboard
- Appendix V Leisure & Community Wellbeing Risk Dashboard
- Appendix VI Regeneration & Growth Risk Dashboard

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

No

**If Yes, please insert date:**

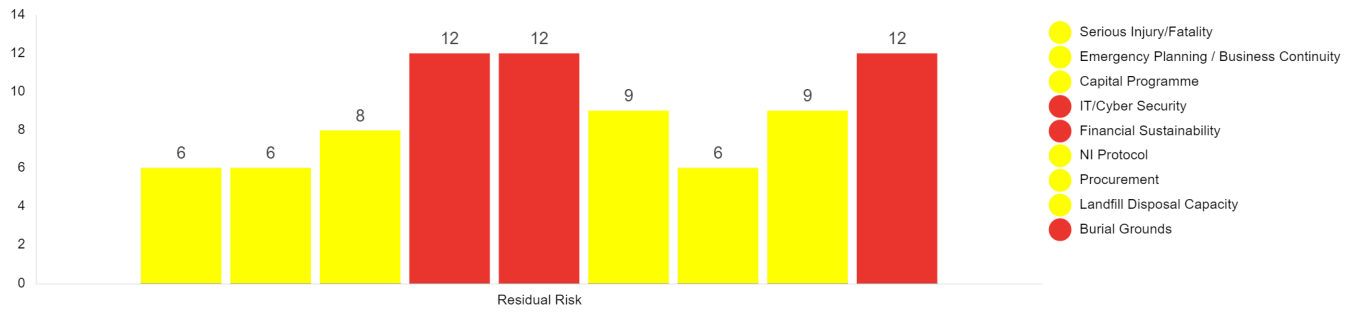


# LCCC CORPORATE RISK LIVE DASHBOARD

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



## CORPORATE RISK REGISTER

### Corporate Risks

High Risk	Ref.	Risk	Risk Description	Risk Owner	Inherent Risk	Current Controls / Additional Actions	Residual Risk	Fluctuation since last review	Rationale
☐	CRR 001	Serious Injury/Fatality	Breach in internal H&S arrangements resulting in injuries / loss of life / illness.	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 1 Serious Injury / Fatality</a>	6	↔	
☐	CRR 002	Emergency Planning / Business Continuity	Inability to respond to Command, Control & Coordination arrangements or concurrent emergencies due to increased strain on current resources resulting in impact on resilience.	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 2 Emergency Planning / Business Continuity</a>	6	↓	Residual likelihood reduced from 3 to 2 due to current resources and contingency plans in place including increased capacity building.
☐	CRR 003	Economic Activity	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		<a href="#">CRR 3 Economic Activity</a>		X	Reduced from medium to low risk due to legislation and trade arrangements being continually renewed in line with the prevailing economic circumstances and NI Growth predicted to better than UK. Risk to be managed at Departmental level by Regeneration and Growth Directorate.
☐	CRR 004	Capital Programme	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 005	Data Sharing	Poor or inadequate data sharing agreements resulting in unintended data breach	Director of Regeneration & Growth		<a href="#">CRR 5 Data Sharing</a>		X	Removed from Corporate Risk Register to be managed at Departmental level by new directorate. No breaches to date have incorporated the misuse of a data sharing agreement or the lack of the same. The Council has carried out an assessment against the ICOs self assessment standards and an action plan from this will be drafted with the potential for a new risk to be developed at departmental level.
■	CRR 006	IT/Cyber Security	Breach in IT or cyber-attack resulting in significant outage or significant data loss	Director Organisation Development & Innovation	16	<a href="#">CRR 6 IT / Cyber Security</a>	12	↔	
■	CRR 007	Financial Sustainability	Failure to deliver balanced budget 2023/24 and longer term financial resilience and sustainability.	HOS Finance	16	<a href="#">CRR 7 Financial Sustainability</a>	12	↔	
☐	CRR 008	NI Protocol	Changes in UK laws with the potential to misalign NI with EU food and animal welfare requirements, with potential implications for Council involvement in SPS rules and checks, and associated general economic implications for the LCCC business community.	Director Environmental Services	12	<a href="#">CRR 8 NI Protocol</a>	9	↔	
☐	CRR 009	Procurement	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 010	Landfill Disposal Capacity	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 Operations	16	<a href="#">CRR 10 Landfill Disposal</a>	9	↔	
☐	CRR 011	Burial Grounds	Risk of insufficient LCCC burial ground capacity within the Council area.	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 011 Burial Grounds</a>	12	*	Raised from Environmental Services Departmental Risk Register due to low capacity of new burial plots.

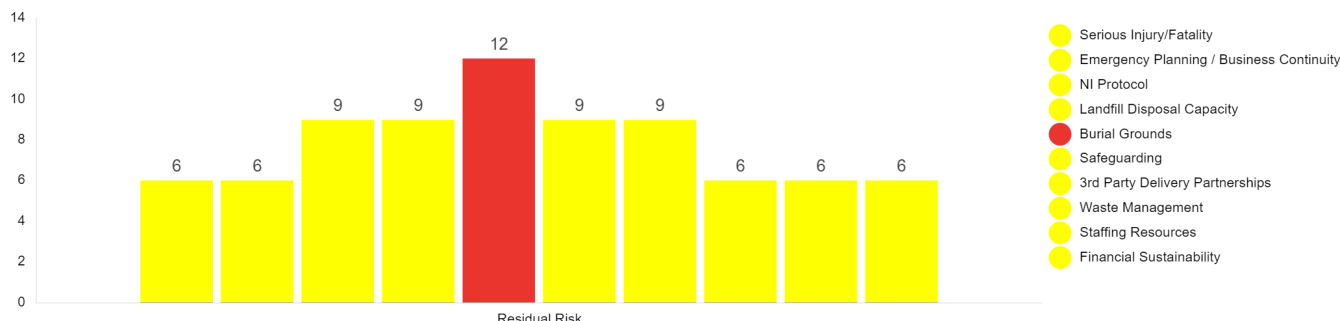


**ENVIRONMENTAL SERVICES  
DEPARTMENTAL RISK  
LIVE DASHBOARD**

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

**ENVIRONMENTAL SERVICES RISK SUMMARY**

**Environmental Services Departmental Risks**



**ENVIRONMENTAL SERVICES DEPARTMENTAL RISK REGISTER**

**Environmental Services Risk Register**

Ref.	High Risk	Risk	Risk Description	Risk Owner	Inherent Risk	Current Controls / Additional Actions	Residual Risk	Fluctuation since last review	Rationale
CRR 001	☐	<b>Serious Injury/Fatality</b>	Breach in internal H&S arrangements resulting in injuries / loss of life / illness.	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 1 Serious Injury / Fatality</a>	6	↔	
CRR 002	☐	<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.	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 2 Emergency Planning / Business Continuity</a>	6	↓	Residual likelihood reduced from 3 to 2 due to current resources and contingency plans in place including increased capacity building.
CRR 008	☐	<b>NI Protocol</b>	Changes in UK laws with the potential to misalign NI with EU food and animal welfare requirements, with potential implications for Council involvement in SPS rules and checks, and associated general economic implications for the LCCC business community.	Director Environmental Services	12	<a href="#">CRR 8 NI Protocol</a>	9	↔	
CRR 010	☐	<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 Operations	16	<a href="#">CRR 10 Landfill Disposal</a>	9	↔	
CRR 011	☐	<b>Burial Grounds</b>	Risk of insufficient LCCC burial ground capacity within the Council area.	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 011 Burial Grounds</a>	12	*	Raised from Environmental Services Departmental Risk Register due to low capacity of new burial plots.
ES 1	☐	<b>Safeguarding</b>	Failure to adequately safeguard vulnerable groups due to insufficient controls in place resulting in harm to vulnerable person (s).	HOS Environmental Health, Risk & Emergency Planning	16	<a href="#">ES 1 Safeguarding</a>	9	↔	As of 26.05.23 - Regulated staff training currently 57% and expected to rise following planned training in June. LMS training 40%.
ES 2	☐	<b>3rd Party Delivery Partnerships</b>	Failure of key partnerships due to under resource/financial support resulting in failure to deliver expected benefits, service improvements and targets (Contractors, delivery partners -ARC21 and Funders)	Director Environmental Services	12	<a href="#">ES 2 3rd Party Delivery Partnerships</a>	9	↔	
ES 3	☐	<b>Waste Management</b>	LCCC provides waste collection & disposal services within a legislative context. Failure to deliver these services in part or in full, or failure to meet targets set out in legislation would place the Council in a default position regarding statutory obligations, which brings a legal, financial and reputational risk.	HOS Operations	9	<a href="#">ES 3 Waste Management</a>	6	↔	
ES 4	☐	<b>Staffing Resources</b>	Insufficient staffing resources due to competing priorities: Absenteeism, concurrent emergencies, skills shortages etc.	Director Environmental Services	16	<a href="#">ES 4 Staffing Resources</a>	6	↔	
ES 5	☐	<b>Financial Sustainability</b>	Failure to deliver balanced budget 2023/24 and longer term financial resilience and sustainability.	Director Environmental Services	16		6	↓	Budget for 23/24 based on estimates.

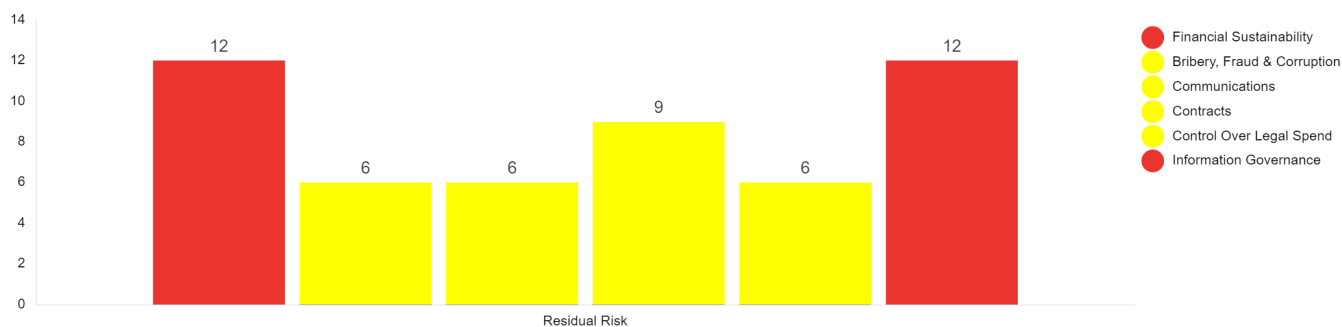


## FINANCE & CORPORATE SERVICES DEPARTMENTAL RISK LIVE DASHBOARD

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

### FINANCE & CORPORATE SERVICES RISK SUMMARY

#### Finance & Corporate Services Departmental Risks



### FINANCE & CORPORATE SERVICES RISK REGISTER

#### Finance & Corporate Services Risk Register

Ref.	High Risk	Risk	Risk Description	Risk Owner	Inherent Risk	Current Controls	Residual Risk	Fluctuation since last review	Rationale
CRR 007	🚩	<b>Financial Sustainability</b>	Failure to deliver balanced budget 2023/24 and longer term financial resilience and sustainability.	HOS Finance	16		12	↔	
FCS 1	🚩	<b>Bribery, Fraud &amp; Corruption</b>	Lack of effective internal control and governance framework, resulting in internal control failure, increased risk of bribery, fraud and/or corruption.	Director of Finance & Corporate Services	9		6	↔	
FCS 2	🚩	<b>Communications</b>	The risk of inadequate, delayed or inaccurate information and/or communications resulting in operational delays or reputational damage as a result of under resource and/or lack of coordination.	Director of Finance & Corporate Services	9		6	↔	
FCS 3	🚩	<b>Contracts</b>	Mismanagement of contracts due to lack of central oversight/management resulting in financial inefficiencies and potential contract procurement breaches.	Director of Finance & Corporate Services	12		9	↔	
FCS 4	🚩	<b>Control Over Legal Spend</b>	Overspend on Legal Costs	Director of Finance & Corporate Services	8		6	↔	
FCS 5	🚩	<b>Information Governance</b>	Inadequate controls relating to information governance leading to non compliance.	Director of Finance & Corporate Services	16		12	↔	



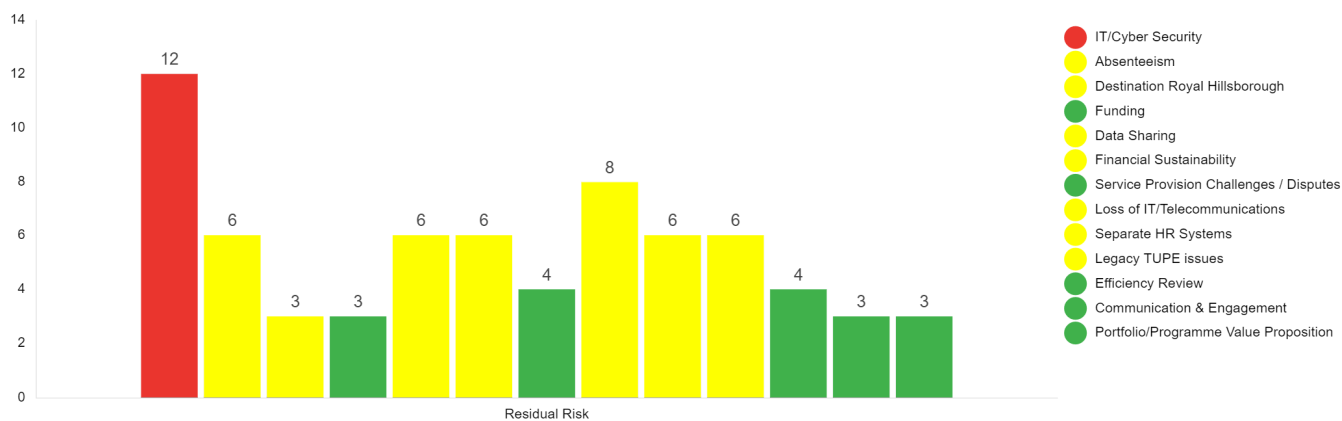


**ORGANISATION DEVELOPMENT & INNOVATION DEPARTMENTAL RISK LIVE DASHBOARD**

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

**ORGANISATION DEV & INNOVATION RISK SUMMARY**

**Organisation Dev & Innovation Departmental Risks**



**ORGANISATION DEV & INNOVATION RISK REGISTER**

**Organisation Dev & Innovation Risk Register**

Ref.	High Risk	Risk	Risk Description	Risk Owner	Inherent Risk	Current Controls	Residual Risk	Fluctuation since last review	Rationale
CRR 006	High Risk	IT/Cyber Security	Breach in IT or cyber-attack resulting in significant outage or significant data loss	Director Organisation Development & Innovation	16		12	↔	
ODI 001	Medium Risk	Absenteeism	Risk of insufficient staffing resources due to high levels of absenteeism within the Council impacting on service delivery and over-reliance on agency staff resulting in increased financial costs.	Director Organisation Development & Innovation	9		6	↔	
ODI 002	Medium Risk	Destination Royal Hillsborough	Risk of increased contract costs due to deals in final sign off and issue of contract for funding.	Director Organisation Development & Innovation	8		3	↔	
ODI 003	Medium Risk	Funding	Funding Streams availability and implications for delivery of the Plan (eg 10 Yr Investment Plan, BRCD, European Funding etc)	Director Organisation Development & Innovation	8		3	↔	
ODI 004	High Risk	Data Sharing	Poor or inadequate data sharing agreements resulting in unintended data breach	Director Organisation Development & Innovation	16		6	↓	Removed from Corporate Risk Register to be managed at Departmental level by new directorate. No breaches to date have incorporated the misuse of a data sharing agreement or the lack of the same reducing the likelihood.
ODI 005	Medium Risk	Financial Sustainability	Failure to deliver balanced budget 2023/24 and longer term financial resilience and sustainability.	Director Organisation Development & Innovation	16		6	↓	Budget for 23/24 based on estimates.
HR 1	Medium Risk	Service Provision Challenges / Disputes	Risk of challenges/disputes to service unit advice/instruction due to inaccuracies, mistake or disagreement resulting in complaints or legal challenges.	HOS HR	9		4	↔	
HR 2	Medium Risk	Loss of IT/Telecommunications	Risk of IT and telephony failure due to disruption in service resulting in loss of critical software and telecommunications systems.	HOS HR	12		8	↔	
HR 3	Medium Risk	Separate HR Systems	Risk of system issues / failure due to number of separate HR systems in place resulting in waste of resources in data management and outdated HR systems which are not integrated.	HOS HR	9		6	↔	
HR 4	Medium Risk	Legacy TUPE issues	Implications of legacy TUPE issues (including Single Status) resulting in different terms and conditions	HOS HR	9		6	↔	
HR 5	Medium Risk	Efficiency Review	Failure to provide effective HR & OD Service in the following areas: Support for Efficiency Review Development of Elected Members Health & Wellbeing Recruitment of staff	HOS HR	6		4	↔	
ITC 01	Medium Risk	Communication & Engagement	Limited publicity for strategy programmes, and lack of community and business buy in.	Director Organisation Development & Innovation	6		3	↔	
ITC 02	Medium Risk	Portfolio/Programme Value Proposition	Failure to embed a Portfolio and programme value proposition/approach in the organisation	Director Organisation Development & Innovation	6		3	↔	

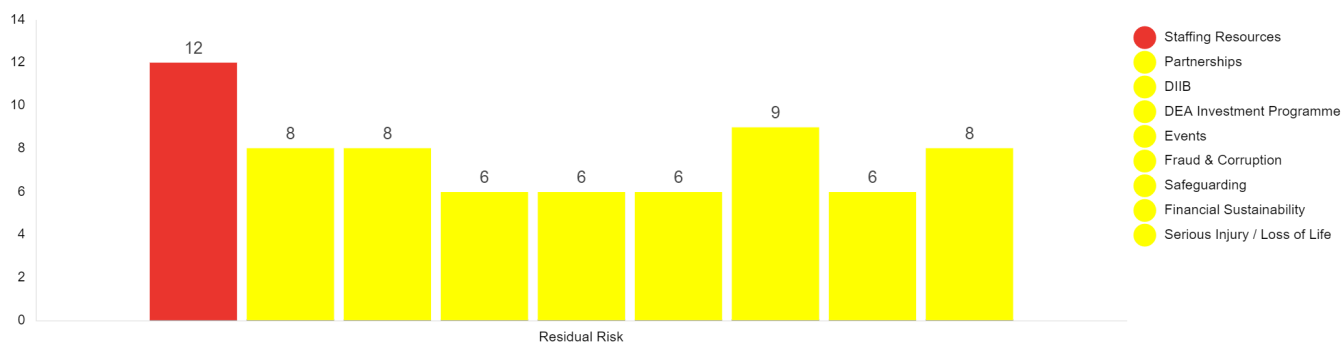


**LEISURE & COMMUNITY WELLBEING SERVICES DEPARTMENTAL RISK LIVE DASHBOARD**

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

**LEISURE & COMMUNITY WELLBEING RISK SUMMARY**

**Leisure & Community Wellbeing Departmental Risks**



**LEISURE & COMM WELLBEING DEPART RISK REGISTER**

**Leisure Departmental Risk Register**

Ref.	High Risk	Risk	Risk Description	Risk Owner	Inherent Risk	Current Controls / Additional Actions	Residual Risk	Fluctuation since last review	Rationale
LCW 1	High Risk	Staffing Resources	Insufficient staffing resources due to competing priorities: Absenteeism, concurrent emergencies, skills shortages.	Director of Leisure & Comm Wellbeing	16	<a href="#">LCW 1 Staffing</a>	12	↔	
LCW 2	Medium Risk	Partnerships	Risk of failure of key partnerships to deliver expected benefits, service improvements and targets.	Director of Leisure & Comm Wellbeing	12	<a href="#">LCW 2 Partnerships</a>	8	↔	
LCW 3	Medium Risk	DIIB	Potential failure to deliver the DIIB project as a result of affordability or changes in third party funding arrangements.	Director of Leisure & Comm Wellbeing	12	<a href="#">LCW 3 DIIB</a>	8	↔	
LCW 4	Medium Risk	DEA Investment Programme	Failure to deliver the DEA Investment Programme in time and within budget due to resourcing/governance arrangements.	Director of Leisure & Comm Wellbeing	12	<a href="#">LCW 4 DEA Investment Programme</a>	6	↔	
LCW 5	Medium Risk	Events	Staging, facilitating or cancellation of large scale events.	Director of Leisure & Comm Wellbeing	9	<a href="#">LCW 5 Events</a>	6	↔	
LCW 6	Medium Risk	Fraud & Corruption	Risk of fraud and bribery due to staff vulnerability in relation to procurement, invoicing, cash handling, bookings and fees etc. resulting in potential litigation.	Director of Leisure & Comm Wellbeing	9	<a href="#">LCW 6 Fraud &amp; Corruption</a>	6	↔	
LCW 7	Medium Risk	Safeguarding	Failure to adequately safeguard vulnerable groups due to insufficient controls in place resulting in harm to vulnerable person (s).	Director of Leisure & Comm Wellbeing	16		9	↔	
LCW 8	Medium Risk	Financial Sustainability	Failure to deliver within budget due to increased operating costs. (eg. materials, utilities etc.)	Director of Leisure & Comm Wellbeing	16		6	↓	Budget for 23/24 based on estimates.
LCW 9	Medium Risk	Serious Injury / Loss of Life	Breach in internal H&S arrangements resulting in injuries / loss of life / illness.	Director of Leisure & Comm Wellbeing	12		8	↔	

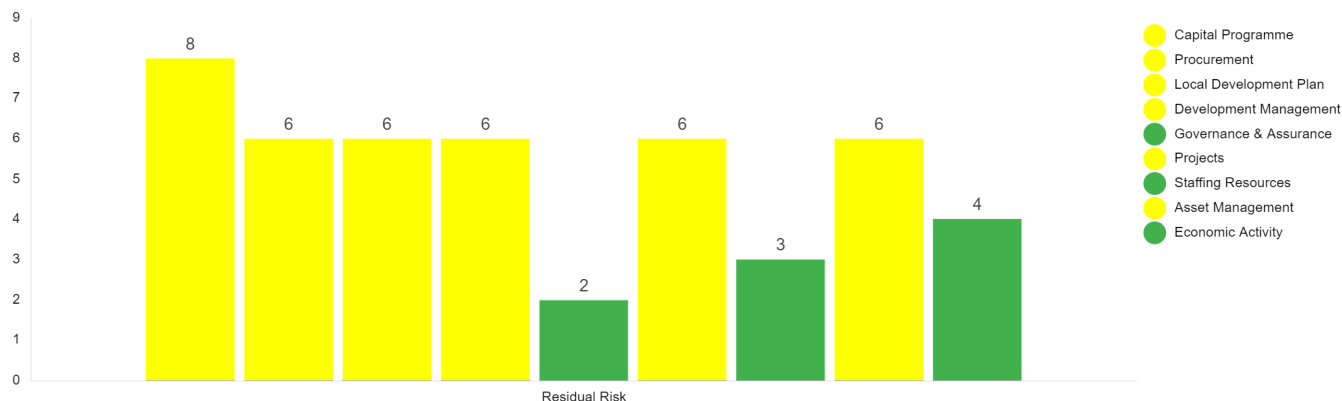


**REGENERATION & GROWTH  
DEPARTMENTAL RISK REGISTER  
LIVE DASHBOARD**

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

**REGENERATION & GROWTH RISK SUMMARY**

**Regeneration & Growth Departmental Risks**



**REGENERATION & GROWTH DEPARTMENTAL RISK REGISTER**

**Regeneration & Growth Risk Register**

Ref.	High Risk	Risk	Risk Description	Risk Owner	Inherent Risk	Current Controls / Additional Actions	Residual Risk	Fluctuation since last review	Rationale
CRR 004	☐	<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 009	☐	<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	↔	
RG 001	☐	<b>Local Development Plan</b>	Challenges to the Local Development Plan.	HOS Planning	12	<a href="#">RG 001 Local Development Plan</a>	6	↔	
RG 002	☐	<b>Development Management</b>	Legal challenge to planning decisions.	HOS Planning	12	<a href="#">RG 002 Development Management</a>	6	↔	
RG 003	☐	<b>Governance &amp; Assurance</b>	Failure to implement appropriate governance and assurance frameworks.	Director of Service Tr	6	<a href="#">RG 003 Governance &amp; Assurance</a>	2	↔	
RG 004	☐	<b>Projects</b>	Risk to delivery of large Council projects as a result of judicial review proceedings resulting in failure to deliver the ambitions of LCCC for our citizens.	Director of Service Tr	9	<a href="#">RG 004 Projects</a>	6	↓	Additional resources on board and project and programme governance agreed in particular eligible funding drawdown has been agreed through the formal contract being in place through Belfast PMO office for BRCD funding.
RG 005	☐	<b>Staffing Resources</b>	Insufficient staffing resources due to competing priorities: Absenteeism, concurrent emergencies, vacant posts/skills shortages.	Director of Service Tr	16	<a href="#">RG 005 Staffing</a>	3	↔	
RG 006	☐	<b>Asset Management</b>	Failure to ensure that the Council's property assets are managed and controlled to meet the council's strategic aims, ensure service delivery and value for money.	HOS Assets	9	<a href="#">RG 006 Asset Management</a>	6	↓	Internal Audit confirmed Priority 1 actions which have been addressed subject to public consultation but allow for an agreed procedure. In addition most priority 2 actions also have been addressed with an agreed action plan
RG 007	☐	<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	6	<a href="#">CRR 3 Economic Activity</a>	4	↓	Reduced from medium to low risk due to Post legislation and trade arrangements settled and NI Growth predicted to better than UK. Risk removed from Corporate Risk Register to be managed at Departmental level by Service Transformation.



## Governance & Audit Committee

22<sup>nd</sup> June 2023

Report from:

Risk Officer

### Item for Noting

**TITLE:** Corporate Risk CRR 1 Serious Injury – Deep Dive

**Background and Key Issues:**

1. As per the Council's Risk Management Strategy, two corporate risks per annum undergo a deep dive at Committee. This type of report provides a detailed assessment of the nature and management of an area or specific risk. By enabling in depth scrutiny, the deep dive process allows senior management and members to assure themselves of the risk management approach and provides informed management direction.
2. To date the following Corporate Risks have been scrutinised:
  - CRR 6 - IT/Cyber Security (December 2020)
  - CRR 3 – Economic Activity (March 2021)
  - CRR 2 – Emergency Planning / Business Continuity (June 2021)
  - CRR 9 – Procurement (Sept 2021)
  - CRR 4 – Capital Programme (Dec 2022)
  - CRR 7 – Financial Sustainability (Dec 2022)
3. At March G&A Committee Members agreed to one corporate risk deep dive and one deep dive of Council limited assurance audit reports for the 2023/24 financial year. It was agreed this would be CRR 1 Serious Injury and Asset Management. Corporate Risk 1 – Serious Injury risk is first for presentation by the HOS Environmental Health. See attached report (Appendix I).

4. Asset Management Limited Assurance Audit Report will be reported at September Committee.

**Recommendation:**

It is recommended that Members:

- 1. Note CRR 1 Serious Injury Deep Dive (Appendix I).

**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? Yes/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
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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)**

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 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:**

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 CRR 1 Serious Injury Deep Dive

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

No

**If Yes, please insert date:**

# Corporate Risk

## CRR 1 Serious Injury Deep Dive

22<sup>nd</sup> June 2023



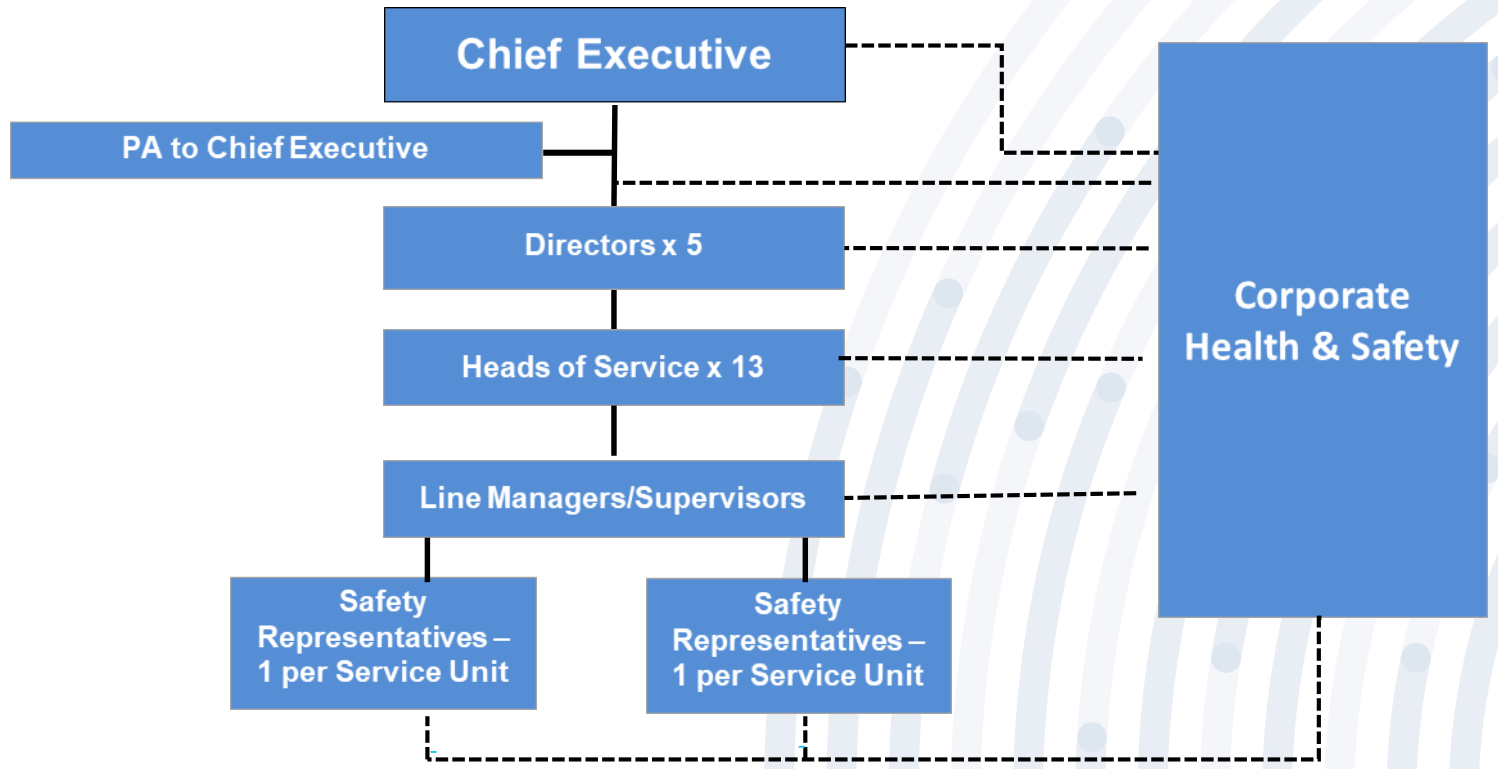
# CRR 1 – Serious Injury

**Risk – Breach in internal H&S arrangements resulting in injuries / loss of life / illness.**

Inherent Risk Score	12
Residual Risk Score	6

# Risk Mitigations

# Corporate Health & Safety is embedded within LCCC





# Corporate Approach

- Council H&S Policy.
- Communicated throughout Council via Health and Safety Committee (Quarterly) and ongoing communications to all levels of Management.
- Planned annual programme and audits and spot checks carried out by Health and Safety Advisors.
- Event Safety – Safety Advisory Group (SAG), Event Management Working Group.
- Advisory service provided across Council on Health and Safety concerns.
- Cloud based system for recording incidents/accidents and further investigations conducted as necessary.
- Positive attitude and relationship built across the Council in respect of Health and Safety.
- Council Health & Safety Procedures (CHaSPs).

No.	Council Health & Safety Procedures (CHaSPs)
1	Health & Safety Committee
2	Risk Assessment
3	Accident & Incident Reporting
4	Fire Safety
5	Control of Asbestos at Work
6	Control of Legionella Bacteria
7	Control of Contractors
8	Control of Substances Hazardous to Health (COSHH)
9	First Aid at Work
10	Personal Protective Equipment (PPE)
11	Display Screen Equipment (DSE)
12	<b>Mental Well-being at Work</b>
13	Working at Height
14	Provision & Use of Work Equipment (PUWER)
15	Drugs & Alcohol in the Workplace
16	Manual Handling
17	Electrical Safety at Work
18	Permits to Work

No.	Council Health & Safety Procedures (CHaSPs)
19	Smoke Free
20	Personal Safety
21	Needle-sticks & Sharps
22	Playgrounds, MUGAs and Outdoor Equipment
23	<b>Memorial &amp; Burial Ground Safety</b>
24	Remote and Homeworking
25	Inflatable Play Devices
26	Handling Deliveries
27	Anaphylaxis
28	Controlling Infection at Work
29	Automatic External Defibrillators (AEDs)
30	<b>Health, Safety &amp; Fire Safety Training</b>
31	Snow, Ice & Low Temperatures
32	<b>Event Safety</b>
33	<b>Control of Noise at Work</b>

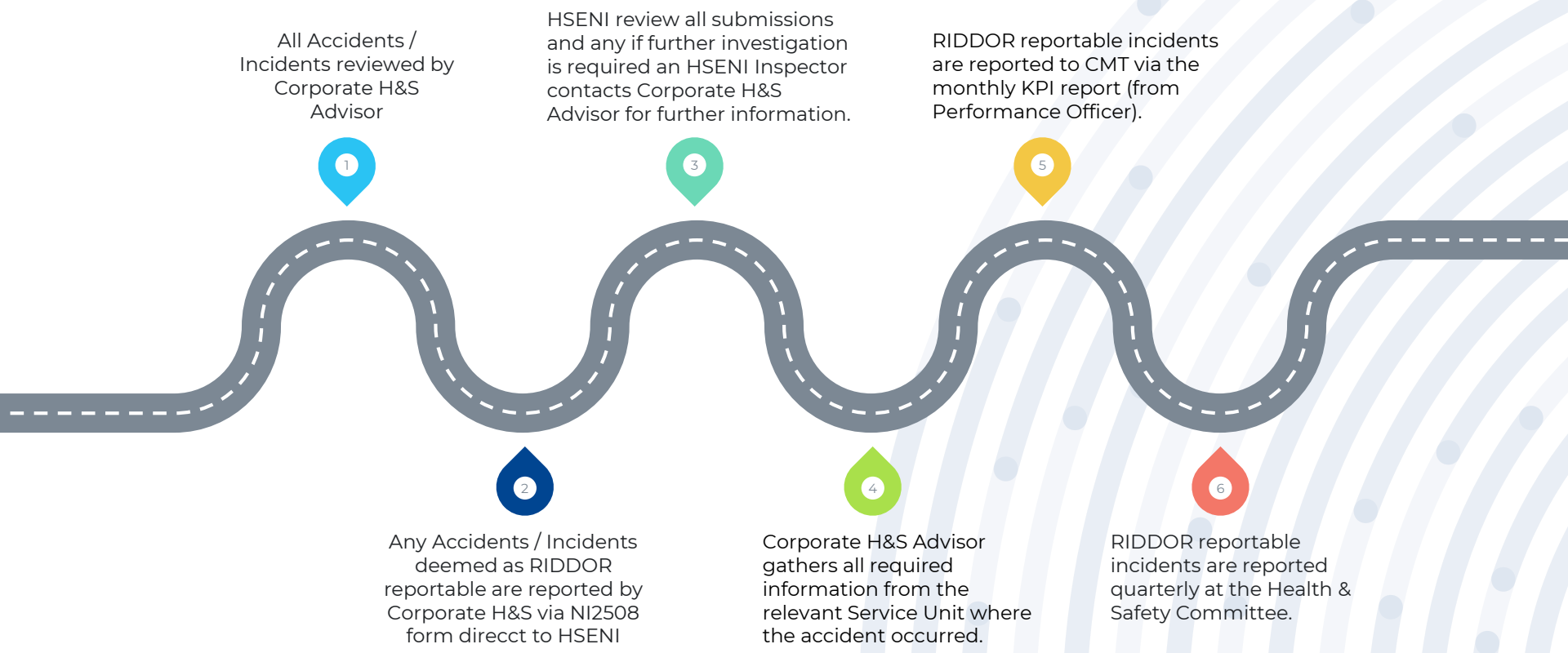
# Training

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- H&S Induction Training
- Learning Management System (LMS) i.e.
  - Basic H&S
  - Employee H&S Responsibilities
  - Corporate Manslaughter
  - Manual Handling
  - Safeguarding
- Statutory H&S Training i.e. forklift truck, work at height etc.
- Internal Capacity Building – Risk Assessment, General H&S Training / Awareness.
- Training records maintained and coordinated by HR&OD.

# Reporting Arrangements for Incidents

## NI2508 RIDDOR HSENI



1  
All Accidents / Incidents reviewed by Corporate H&S Advisor

3  
HSENI review all submissions and any if further investigation is required an HSENI Inspector contacts Corporate H&S Advisor for further information.

5  
RIDDOR reportable incidents are reported to CMT via the monthly KPI report (from Performance Officer).

2  
Any Accidents / Incidents deemed as RIDDOR reportable are reported by Corporate H&S via NI2508 form direct to HSENI

4  
Corporate H&S Advisor gathers all required information from the relevant Service Unit where the accident occurred.

6  
RIDDOR reportable incidents are reported quarterly at the Health & Safety Committee.

# Integrated Approach - Local Authority Safety Advisory Network (LASAN)

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- Active Member of LASAN Working Group and contribute to continuing development of Network.
  - LCCC currently holds the role of Secretary within , LASAN.
  - Cross working with other professional groups (TAG, DAERA, APSE, NISG, HSENI).
  - LASAN work closely with HSENI on focused initiatives and areas of concern as a group of Councils.
- LASAN Focused Initiatives:
    - Refuse
    - Working at Height
    - Burials
    - Swimming Pool Safety
    - Workplace Transport
    - Corporate Manslaughter
    - Lock out, tag out, try out (LOTOTO)





## Governance & Audit Committee

**22 June 2023**

**Report from:**

**Chief Executive**

### Item for Decision

**TITLE:** Party Group Leaders Forum

**Background and Key Issues:**

1. The Party Group Leaders' Forum meets monthly to act as a sounding board for officers with regards to emerging strategic and operational matters and to outline likely business at the monthly meeting of the Council. The Forum has no decision making powers.
2. Attendance at the Forum was agreed in April 2015 to include parties with 3 or more Elected Members, with single or dual Member parties having access to anything discussed at the meetings.
3. In late 2021, an approach was made to the Chief Executive by a Councillor, requesting that consideration be given to extending attendance at the Party Group Leaders' Forum to groups with fewer than 3 Elected Members on Council. The rationale for this was to increase inclusiveness, increase transparency and to support democratic representation of all communities. In March 2022, the Governance & Audit Committee reconsidered the Party Group Leader Forum membership and agreed to continuation of the status quo. Furthermore, the Committee agreed that it would be for the new council to consider membership beyond May 2023
4. There is no consistency in approach across all of the NI Councils and no legislative backed policy or procedure to outline the requirements of a Party Group Leaders' Forum. At a Central Government level, a party is recognised when it has at least 1

Member within the Assembly whilst representation on its Business Committees, requires a party to have a minimum of 5 Members.

5. In some Councils, parties with fewer than 3 Elected Members are offered separate (but collective) briefings, or a collective nominee is identified from all of the smaller parties to provide a representative at such meetings.
6. It is for Members to decide upon representation at the Party Group Leaders' Forum and options are presented for consideration as follows:
  - a. Option 1 – the Status Quo remains ie, parties with 3 or more Elected Members be represented, with single or dual Member parties having access to anything discussed at the meeting;
  - b. Option 2 – mirror the business committee of Central Government ie parties with 5 or more Elected Members be represented, with all other parties having access to anything discussed at the meeting;
  - c. Option 3 - parties of 2 or more Elected Members be represented, with single Member parties or independents having access to anything discussed at the meeting;
  - d. Option 4 – The Status Quo remains except, a nominee is invited to represent all parties with fewer than 3 Elected Members. All single or dual Member parties continue to have access to anything discussed at the meeting; or
  - e. Option 5 – representation of all parties (currently DUP, UUP, APNI, SF, SDLP, & 1 x Independent)
7. Following decision, it is proposed that the position agreed be adopted for the 4 year term.

#### Recommendation:

It is recommended that the Committee:

- Considers the 5 options above and agrees a preferred option for the duration of the Council term.

#### Finance and Resource Implications:

None

## 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?:

**Option 1**

Screen out without mitigation

**Option 2**

Screen out with mitigation

**Option 3**

Screen in for a full EQIA

**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?

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

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

**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:**

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

**If Yes, please insert date:**





## Governance and Audit Committee

22 June 2023

Report from:

Chief Executive

### Item for Decision

TITLE: **Contract Register Update**

Background and Key Issues:

#### Background

1. A contracts register is a full and comprehensive list of all the contracts or purchase arrangements that the Council is signed up to. A contract register can track our contract status and helps maintain a consistent level of transparency for members and the public.
2. The procurement team in conjunction with the relevant Service Units has maintained a Contract Register for all contracts awarded by the Council which exceeds the value threshold of £3,000.00. There are currently 455 contracts listed on the register.
3. The contract register was reviewed by Internal Audit with the following recommendations
  - I. The contract register should be reviewed and missing information obtained for inclusion in the register.
  - II. The importance of maintaining the register should be re-emphasised to all relevant staff.
  - III. The contract register should be assigned an owner/administrator.
  - IV. This person should take responsibility for the quality of the contract register, including regular review to:
    - a. identify upcoming contract end dates and notify relevant business areas to take action; and
    - b. identify missing information, which should be sought from relevant staff.



## Key Issues

1. The Procurement Manager is assigned as registered owner/administrator assisted by the Procurement Administration Assistant.
2. Pending the introduction of the Council's new Finance System the Contract Register has been transferred to Smartsheet, an enhanced database for collating information. This has been segregated to allow ease of information and focused Service and Departmental reporting. The register has recently been reviewed and updated. It includes key information, to assist, timely programming of retendering, monitoring corporate contracts and to assist contract managers in their oversight of expenditure against award values.
3. This process rationale will facilitate early tender renewal notifications and assist monitoring of cross departmental spend on shared contracts. It will also help to ensure that continuity of service is maintained by having relevant valid contracts in place and potentially reducing the need for Single Tender Action (STA's) contracts to be initiated. To reinforce the importance of this, the Procurement Team will continue to be proactive in notifying those officers with contract management responsibilities through email and telephone where necessary.
4. With a view to increasing business transparency, it is planned that an edited version of the contract register will be made available for public viewing through the Council's new website on completion of the new Corporate Finance System, likely Autumn 2023. This will help to inform tender opportunities together with other published tender information on the Council's website. Further supplier information is being developed to promote local businesses' registration on the eTendersNI Portal.

### Recommendation:

It is recommended that the Governance and Audit Committee considers and endorses the improvements as outlined in the above report and notes progress made.

### Finance and Resource Implications:

Actions related to the content of this report are being met from existing resources.

## 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

Purpose of the report is to inform on internal governance matters

If yes, what was the outcome?:

**Option 1**  
Screen out  
without mitigation

**Option 2**  
Screen out with  
mitigation

**Option 3**  
Screen in for  
a full EQIA

**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?

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

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

Purpose of the report is to inform on internal governance matters

**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:**

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:**

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

If Yes, please insert date:



# Governance and Audit Committee

## Confidential

### 22 June 2023

#### Confidential Report from:

Internal Audit Manager

*Local Government Act (Northern Ireland) 2014*  
Schedule 6 - Access to Information: Exemption Information

1. Information relating to the financial or business affairs of any particular person (including the Council holding that information).

#### When will the report become unrestricted:

Specify when  
report will  
become available

30/06/2023

Redacted  
report  
available

Never

## Item for Noting

**TITLE:** Internal Audit 23/24 Plan – Progress Report

#### Background and Key Issues:

1. The purpose of this report is to summarise Internal Audit work and progress against the Operational Plan since the last G&A Committee meeting on the 13th March 2023.
2. A copy of any Internal Audit Report(s) referred to in the progress report are also provided in full on SharePoint. They can be found in the confidential section under Governance and Audit Committee/Internal Audit Reports 2022/2023.

**Recommendation:**

It is recommended that Members scrutinise and note this report.

**Finance and Resource Implications:**

None

## 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

### 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

**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:**

Internal Audit Progress Report

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

No



*Internal Audit Progress Governance &  
Audit Report*

*22nd June 2023*

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## 1. Introduction & Status Summary

### 1.1 Overview of Review

The purpose of this report is to summarise Internal Audit progress since the last G&A update report.

### 1.2 Progress against 23/24 Operational Plan & Outstanding 22/23 Reports

Progress against the 23/24 plan is outlined in the table whilst further detail is included as at Appendix 1.







Stage	Status	As at 30 <sup>th</sup> April 2023	As at 2 <sup>nd</sup> June 2023
	Not due to start per plan	22	15
	Planning underway	0	1
	Draft Terms of Reference (awaiting sign-off HOS)	0	1
	Terms of Reference Agreed	0	3
	Fieldwork	0	1
	Draft Report	0	0
	Final Report	0	0
	Cancelled	0	1
<b>Total</b>		<b>22</b>	<b>22</b>


### Outstanding 22/23 assurance reports as at 2<sup>nd</sup> June 2023

The Internal Audit team continue to work on finalising the revised 22/23 audit plan while planning the new year audit reviews. The fieldwork in the majority of these audit's has been sufficiently carried out.

A revised audit plan was taken to the G&A in December 2022 to ensure that as many of the assurance audits were completed or taken to a substantial stage to allow the annual audit opinion. Advisory audit reviews were put on hold with work to be carried out as resource becomes available. Full details of these can be found in the Annual Audit Report with commentary on what work has carried out to date.

The following table shows the status of the 22/23 audit reviews currently ongoing with commentary:-

Audit Ref.	Auditable Unit	Type of Review	Sponsor	Status	Commentary
2021-13	Data Assurance incl GDPR & Sar's (to be merged with 2223 -05)	<u>Advisory</u>	DST		Tied in with 2223 - 05 assurance audit below.
2022-26	Capital Programmes	<u>Assurance</u>	DST		Draft report with the service. Due to be finalised
2223-05	Data Governance and Security	<u>Assurance</u>	DST		No report due from the 22/23 audit plan. Internal Control Questionnaires have been issued to the relevant staff for completion. Internal Audit Manager has been given access to the ICO questionnaires that are held in smartsheet as advised by Director. Internal Audit has been invited onto the GDPR focus group on an advisory basis. The results of the ICO questionnaires will be used to draft an action plan and progressed throughout the 23/24 year. Regular progress will be reported to the CMT and updated to the G&A via the Internal Audit progress reports.
2223-06	ICT	<u>Assurance</u>	DST		Information has been collated regarding IT licences to enable planning of this audit review. With the delay in implementation of the new systems this audit review will be carried out at a later date.
2223-10	Anti Fraud & Corruption	<u>Investigatory</u>	CEO		No report due from the 22/23 audit plan as the work is ongoing until September 2023. Updates will be provided within the Internal Audit progress reports. (i) NFI Matches involving Payroll and Creditors received at end of January 2023. Creditors Team have already investigated the matches marked high risk only. Work on small number of Payroll matches to continue. Further sample testing to continue after June G&A meeting. (ii) NIAO Fraud Risk Questionnaires completed by Directors and summarised.  Refresh to Fraud Risk Register to be carried out with information gathered from questionnaires sent out to all Directorates. These have now all been returned and have been reviewed.
2223-14	Museum Artefacts	<u>Assurance</u>	DST		Risks and expected controls identified. Visited location and vouched sample of high value items. Noted the controls in place such as physical access and temperature controls. Identified recent visit by Museums NI and positive Accreditation result. Collating remaining audit evidence and Draft Report at an advanced stage.

Key	
	Planning Underway
	Fieldwork
	Draft Report

### 1.3 Changes to outstanding 22/23 Internal Audit Plan since previous G&A

The following amendments to the Internal Audit Plan have been agreed and approved by the Chief Executive on the 30<sup>th</sup> May 2023 in the period since the last G&A:

Audit Ref.	Auditable Unit	Type of Review	Sponsor	Reason
2223-01	Payroll incl expenses	<u>Assurance</u>	DFCS	The new payroll system has still to be implemented. An audit review has been planned within the 23/24 audit plan therefore this would be duplication.
	<b>Resources: Other</b>			
2223-13	Internal Change Projects	<u>Assurance</u>	DST	The new Payroll/HR and Finance systems are still to be fully implemented.

### Changes to the 23/24 Internal Audit Plan

Audit Ref.	Auditable Unit	Type of Review	Sponsor	Reason
2324 - 05	Attendance Management	<u>Assurance</u>	DF&CS - HoS HR&OD	Cancelled due to the policies currently being refreshed in line with the implementation of the new system. The new system and policies will require time to bed in.

## 2. Summary of Reports

### 2.1 Overview

The following reports have been finalised during the period since the previous G&A.

Ref	Name	Type	Outcome	P1	P2	P3	Insights
21/22 - 10	Legal	Assurance	Satisfactory	-	-	1	-
21/22 - 19	Community Engagement	Assurance	Satisfactory	-	1	2	-
22/23 - 16	PCSP	Assurance	Satisfactory	-	1	-	-
22/23 - 04	Contract Management	Assurance	Satisfactory	-	-	3	-
21/22 - 04	Procurement	Assurance	Satisfactory	-	-	2	-
22/23 - 07	Grant Funding Received	Assurance	Satisfactory	-	-	2	1
<b>Totals</b>				<b>-</b>	<b>2</b>	<b>10</b>	<b>1</b>

## 2.3 Legal

### Brief Overview of Review

The Internal Audit Operational Plan as approved by the Governance & Audit Committee on 10<sup>th</sup> March 2022 includes provision for a review of Legal Services. This review is assurance in nature.

### Context

Local Councils in Northern Ireland are governed by a number of Local Government Acts. Access to professional legal advice ensures that support can be obtained to deliver the best understanding of the legislative context and the practical application of the laws as they relate to local government.

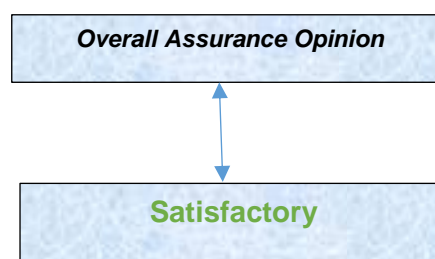
The Council requires access to professional legal advice on a regular basis relating to a wide range of issues. There is currently no in-house legal adviser within Lisburn and Castlereagh City Council (L&CCC), so all advice is sought externally. A framework for the provision of Legal Services was implemented on 1<sup>st</sup> July 2018 for 3 years with the option to extend two further periods of 12 months. The final extension has been implemented and the framework is due to expire on 30<sup>th</sup> June 2023. A new procurement exercise has begun to commence a new contract from 1<sup>st</sup> July 2023.

Access to sound legal advice is critical to support the effective operation of Council business and some key legal areas include planning, enforcement, procurement/contracts, governance and employment. The provision of expert legal advice is essential for the Council to ensure that where professional, legal advice and support is required, it can be provided on a timely basis.

Within the Council responsibility for the management of the Legal Services Frameworks lies with Corporate Communications & Administration within the Finance & Corporate Services Directorate and has not been reviewed by Internal Audit since Lisburn and Castlereagh Councils merged. The Contract Manager has introduced a number of controls within the last six months and as such management are seeking assurance that the new controls are becoming embedded across the Council.

### Summary of Findings and Overall assurance rating

Findings	P1	P2	P3	Insights
Adequacy of controls	-	-	-	-
Effectiveness of controls	-	-	1	-
Total	-	-	1	-



Overall this review has concluded with a **satisfactory** assurance rating with one Priority 3 recommendation as follows:

Four Priority 3 recommendations were raised relating to:

- Review of Procedure Managing Legal Services Framework

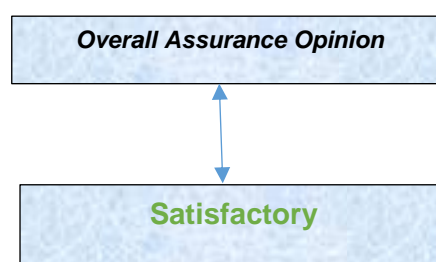
## 2.4 Community Engagement

### Brief Overview of Review

The Internal Audit Operational Plan as approved by the Governance & Audit Committee on the 10<sup>th</sup> March 2022 included a provision for a review of Community Engagement – Financial Assistance Grants. The overarching objective of this review was to provide verification of expenditure and compliance with Lisburn and Castlereagh City Council (L&CCC) conditions for expenditure on grant applications. This review was Assurance in nature.

### Summary of Findings and Overall assurance rating

Findings	P1	P2	P3	Insights
Adequacy of controls	-	-	-	-
Effectiveness of controls	-	1	2	-
Total	-	1	2	-



Overall this review has concluded with a **satisfactory** assurance rating with one Priority 2 and two Priority 3 recommendations as follows:

One Priority 2 recommendation was raised relating to:

- Conflict of Interest Forms

Two Priority 3 recommendations were raised relating to:

- Grant Scheme Guidance Notes Review
- Annual Grant Fraud Awareness Training

### Conflict of Interest Forms

(Priority 2)

#### Focus of Finding - Effectiveness of Controls

#### Finding

Conflict of interest arises whenever an employee's personal activities or professional activities conflict with work-related duties and negatively impact the best interests of the Council. A conflict of interest may exist even if no improper acts result from it. Currently only Conflict of Interest forms are signed if there is a conflict related to that grant scheme.

Within the Code of Conduct for Local Government Employees, responsibility is placed on every member of staff to disclose to an appropriate manager or officer of the Council every potential Conflict of Interest in which he/she may be involved.



## Implications

A failure to recognise a conflict of interest can give the impression that the Council or individual is not acting in the public interest. More seriously, if left unresolved, some conflicts can result in criminal action, for example fraud, bribery or corruption through abuse of position.

## Recommendation

For every new grant scheme a Conflict of Interest form should be completed. All responses to the Declaration of Interests should be stored securely, this will also provide an audit trail for future reference.

Further guidance about Conflicts of Interest is available to all members of staff on the Staff Intranet, this includes:

- Staff Code of Conduct;
- Conflicts of Interest Good Practice Guide.

Internal Audit would recommend that all staff are made aware of the guidance above.

Action	Responsible Officer	Target Date
1. A Conflict of Interest Form should be completed for every new grant scheme	Community Development & Resources Manager	September 2023
2. All staff who are involved with the administration of grants should ensure they have read and understood the staff Code of Conduct and Conflicts of Interest Good Practice Guide. Appropriate wording on the Conflict of Interest Form should be included and signed by staff members to reflect that this has been completed.	Community Development & Resources Manager	September 2023

## 2.5 Policing & Community Safety Partnership (PCSP) Review

### Brief Overview of Review

The Internal Audit Operational Plan as approved by the Governance & Audit Committee on 10th March 2022 includes provision for a review of PCSP.

The Letter of Acceptance of PCSP funding with the Department of Justice (DoJ) is signed by the Chief Executive on behalf of Lisburn and Castlereagh City Council (L&CCC).

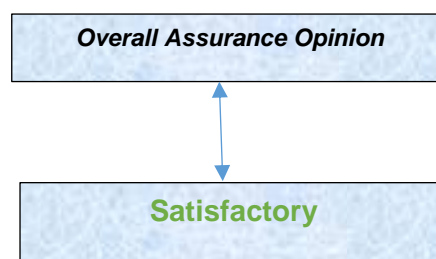
It states that the Council must have arrangements in place to satisfy the requirement for providing assurance on the probity and proper use of funds. This includes an Internal Audit review of procedures, expenses and confirming that reports are provided in a timely manner.

The DoJ assist in providing nominal funding in the amount of £1k to defray the cost of the audit service provided by the Council.

The overarching objective for this review is therefore to assess if this requirement is being complied with. This review is Assurance in nature.

### Summary of Findings and Overall assurance rating

Findings	P1	P2	P3	Insights
Adequacy of controls	-	-	-	-
Effectiveness of controls	-	1	-	-
<b>Total</b>	-	<b>1</b>	-	-



Overall this review has concluded with a **satisfactory** assurance rating with one Priority 2 recommendation as follows:

one Priority 2 recommendation was raised relating to:

- PSCP Declaration of Interest Forms

### Finding

The NIAO best practice guide recommends that members should complete a Declaration of Interest form annually

The PCSP Members hand book has a requirement for PCSP Members and staff to “review regularly their personal circumstances and take steps to deal with any potential conflict of interest”. The PCSP Manager should maintain a register of interest for each members.

Internal Audit confirmed that the PCSP Manager does maintain a file containing the Declaration of Interest forms that are completed by all PCSP Members and staff and also Declarations of Interest are a standing item on all PCSP meetings.

Internal Audit examined the file and found that out of the 23 members and staff that are required to submit forms (statutory partners are not required) only 15 have submitted forms in the 22/23 year. All outstanding declarations relate to PCSP Members.

Breakdown of overdue declarations -

<b>Financial Year of Declaration form</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
<b>Number of Outstanding Declarations</b>	5	5	8	18

### Implication

It is important to manage conflicts of interest. Not only can they bring decision-making into disrepute but often the perception of conflict alone is enough to cause concern. This can lead to reputational damage and undermine public confidence in the integrity of institutions.

A failure to recognise a conflict of interest can give the impression that L&CCC PCSP or individual member is not acting in the public interest. More seriously, if left unresolved, some conflicts can result in criminal action, for example fraud, bribery or corruption through abuse of position.

There is also a potential risk of legal challenge to decisions made by public bodies.

If a decision-maker has a conflict of interest then the decision is potentially vulnerable and could be overturned.

### Recommendation

This is a recurring recommendation in the yearly PCSP internal audit. All PCSP members/staff are required to complete the form including nil returns. This is addition to the annual conflict of interest form.

The PCSP team should continue emailing and consideration should be given by PCSP officers who attend meetings to clearly specify the importance of completing the Declaration of Interest Forms.

### Agreed Action Plan

<b>Action</b>	<b>Responsible Officer</b>	<b>Target Date</b>
<b>In line with NIAO - Request for Conflict of Interest Forms for 2022/23 from all PCSP Members</b>	Acting PCSP/Member Services Manager	30/09/2023

## 2.6 Commissioning Procurement & Contract Management

### Brief Overview of Review

The Internal Audit Operational Plan as approved by the Governance & Audit Committee on 10<sup>th</sup> March 2022 includes provision for a review of Commissioning, Procurement and Contract Management.

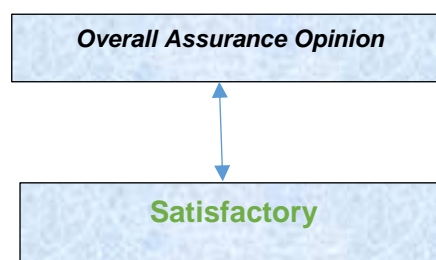
The aim of effective procurement is to ensure the Council achieves value for money within its limited financial resources and complies with statutory requirements. Contract managers are expected to abide by various procurement legislation without being procurement experts. They are able to do this by following the guidance and procedures produced by the Procurement Team.

The aim of this audit is to review a sample of contracts with the focus on specific areas which are highlighted within the audit objectives and scope section below.

Within the Council responsibility for procurement lies with the Service Transformation Directorate who are the sponsor of this review. However, the contracts included in this review are expected to extend across multiple Directorates and so the findings will also be shared with individual Directors and CMT for information purposes. The out-workings of the review will be used to aid Finance and Procurement in undertaking similar reviews going forward.

### Summary of Findings and Overall assurance rating

Findings	P1	P2	P3	Insights
Adequacy of controls	-	-	-	-
Effectiveness of controls	-	-	2	-
<b>Total</b>	-	-	<b>2</b>	-



Overall this review has concluded with a **satisfactory** assurance rating with two Priority 3 recommendations as follows:

Two Priority 3 recommendations were raised relating to:

- Contract Management Training
- Contracts Signed and Sealed

## 2.7 Procurement & Contract Management

### Brief Overview of Review

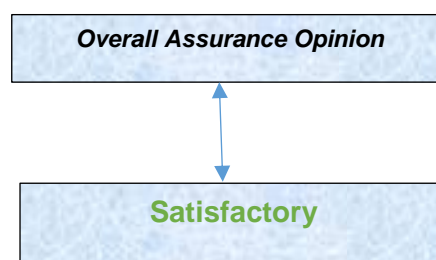
The Internal Audit Operational Plan was approved by the Governance & Audit Committee on 11<sup>th</sup> March 2021 and included provision for a review of Procurement and Contract Management.

The overarching objective for this review is to assess the adequacy and effectiveness of the key procurement controls to ensure the Council achieves value for money within its limited financial resources and complies with statutory requirements.

The Council set up a Strategic Procurement Working Group in June 2019 to improve procurement processes within the Council and as part of this review we looked at how actions were progressing within that group. The work of the Procurement Group was enhanced through the engagement of a specialist Procurement Consultant in November 2021 with the aim of simplifying procedures whilst remaining within procurement legislative requirements.

### Summary of Findings and overall assurance rating

Findings	P1	P2	P3	Insights
Adequacy of controls	-	-	-	-
Effectiveness of controls	-	-	2	-
Total	-	-	2	-



Overall this review has concluded with a **Satisfactory** assurance rating with 2 Priority 3 recommendations:

- The Strategic Procurement Working Group (SPWG) should meet on a more consistent basis and refresh their Work Task Tracker with updates to the agreed actions.
- An updated Procurement Work Task tracker (Gantt Chart) should be presented to CMT after each SPWG meeting to improve visibility on progress of the SPWG Key Actions.

## 2.8 Grant Funding received by LCCC

### Brief Overview of Review

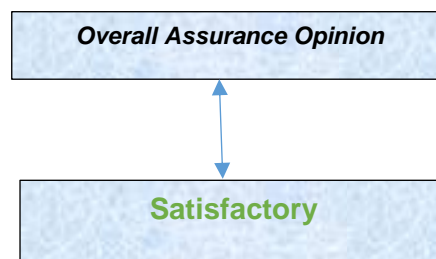
The Internal Audit Operational Plan as approved by the Governance & Audit Committee on 10th March 2022 includes provision for a review of Grants funding received by LCCC.

The following grants were included in our audit reviews:

- Good Relations Programme
- Community Support Grants
- Labour Market Partnership (LMP)
- Levelling Up Funding (LUF)

### Summary of Findings and Overall Assurance Rating

Findings	P1	P2	P3	Insight
Adequacy of controls	-	-	-	-
Effectiveness of controls	-	-	2	1
Total	-	-	2	1



Overall this review has concluded with a **satisfactory** assurance rating.

There was two Priority 3 recommendations and one insight as follows:

- Internal Audit delay reviewing the LUF until an investment decision has been reached or the level of expenditure exceeds funds, whichever comes first.
- All Levelling-Up Fund (LUF) Monitoring Reports along with sufficient supporting evidence should be submitted to Internal Audit by agreed timescales for review.

### Insight

- Internal Audit would welcome ongoing updates / communication through the project SRO so that when reviewing the claims there is a better understanding of the context / current position.



### 3. Follow up Work

#### Context

Per the Public Sector Internal Audit Standards (section 2500: Monitoring Progress), Internal Audit must establish a follow-up process to monitor and ensure that management actions have been effectively implemented or that senior management has accepted the risk of not taking action. As such, Internal Audit undertake follow up work / seek evidence that where management has deemed a recommendation discharged, there is sufficient evidence to support this.

#### 3.1 Status of Internal Audit Recommendations

##### 3.2.1 Status of Internal Audit Recommendations as at 2<sup>nd</sup> June 2023

Table 3.2.1 highlights the status of Internal Audit recommendations as at 2<sup>nd</sup> June 2023 for which the target implementation date has passed.

Note that implementation is based upon management's assessment of whether the audit recommendation has been addressed. Currently no outstanding recommendations.

	Priority 1	Priority 2	Priority 3	Total
Partially Implemented	-	-	-	-
Not Implemented	-	-	-	-
<b>Total</b>	-	-	-	-

## 3.2 Recommendations Deemed Discharged by Management



### 3.3.1 Recommendations Deemed Discharged by Management as at 2<sup>nd</sup> June 2023


Table 3.3.1 highlights that since 1<sup>st</sup> April 2023 there have been three recommendations deemed discharged by management. Internal Audit undertake follow up work / seek evidence to support this.

Internal Audit undertook follow up work / sought evidence to support this and can confirm that to date, the five of these recommendations have been fully implemented.





	Priority 1	Priority 2	Priority 3	Insights	Total
Fully Implemented since April 2023	-	-	3	-	3

## 3.3 Internal Confirmation of Discharged Recommendations

Audit	Rec No	Original Recommendation	Management Action Plan	Priority	Implementation Date (s)	Results of Follow Up Work
<i>19/20 – 01 Debt Management</i>	539	The Income section of the Accounting Manual should be reviewed and updated as required, and the updated version provided to all relevant users.	The Income section of the accounting manual will be reviewed and updated as required. Once amended, this will be provided to all relevant users within the Council.	3	<p><b>Original Date:</b> 30th Sep 2020</p> <p><b>Revised Date:</b> 31<sup>st</sup> Oct 2023</p>	
<i>2021-Con3 – Procurement and Contract Management</i>	569	Internal Audit are content with the procedures and form that have been put in place around sealing of contracts, these additional measures will bring clarity and	<p>Sealing process to be reviewed.</p> <p>Link to be included in Accounting Manual to sealing arrangements.</p>	3	<p><b>Original Date:</b> 31<sup>st</sup> March 2022</p> <p><b>Revised Date:</b> 31<sup>st</sup> March 2023</p>	

		<p>understanding around contract sealing.</p> <p>We do however, recommend that a hyperlink within the Accounting Manual be introduced for both the procedure and form. This would ensure better awareness and formality for the officer involved regarding Contract Signing and Sealing.</p>				
<b>NIAO – Report 21/22 – Cash Handling Controls</b>	<b>615</b>	<p>1. The importance of following procedures should be reinforced to all staff involved in cash handling.</p> <p>2. Building Control procedures should be reviewed.</p>	<p>Central Finance will send a reminder to local managers regarding signing in and out of floats and this will also be covered at management meetings and local management will review current arrangements for Floats.</p>	3	<p><b>Initiation Date:</b></p> <p>31<sup>st</sup> October 2022</p> <p><b>Due Date:</b></p> <p>31<sup>st</sup> March 2023</p>	

Key:






	Implemented
	Partially Implemented
	Not Implemented
	Not Due









## 4. Quality Assurance

The KPI's for Internal Audit regarding the 23/24 approved Internal Audit Plan are monitored on an ongoing basis. It is too early in the new year audit plan to provide meaningful information regarding some of these KPI's such as recommendations accepted as no new year audit plans have been completed. Where this is the case N/A is recorded. This information will be updated for each Progress Report.










No.	Target	Narrative	Performance to date
1	Pre-Audit	Agreement of TOR with HOS & Director 10 days prior to commencement of audit / review	100%
2	Audit Delivery	Completion of 90% of the 23/24 Internal Audit Plan	On track
3	Audit Delivery	80% of Recommendations accepted	N/A at this time
4	Customer Satisfaction Results	Achievement of Customer Feedback average score of 3 or more.	N/A at this time
5	Resources / Costs	Manage the costs of the IA team within agreed budget	On track









## Appendix 1 23/24 Operational Plan updated as at 2<sup>nd</sup> June 2023

Audit Ref.	Auditable Unit	Type of Review	Sponsor	Status
	<b>Previous Year Audits B/F</b>			
PY - 2021 - 05	Training and Development of Staff	<u>Assurance</u>	DES	
PY - 2223 - 09	BCP & Risk Management	<u>Assurance</u>	DES	
PY - 2223 - 15	Leisure, Arts and Facilities including Community Centres (Bridge, Ballyoran, Enler and Moneyreagh)	<u>Assurance</u>	DST	
PY - 2223 - 17	Waste Management	<u>Assurance</u>	DES	
PY - 2223 - 20	Waste Disposal and Recycling	<u>Assurance</u>	DES	
PY - WIP	Previous years audits b/f - started ut not completed as at 31/03/2023		ALL	

	<b>Key Theme: Financial</b>			
2324 - 01	Income Collection, Billing & Debt Management	<u>Assurance</u>	DF&CS - HoS Finance	
2324 - 02	Grants (others)	<u>Assurance</u>	DF&CS - HoS Finance	
2324 - 03	Payroll including expenses	<u>Assurance</u>	DF&CS - HoS Finance	
	<b>Resources: Organisational Development</b>			
2324 - 04	Personal (Recruitment, Retention and HR Policies)	<u>Assurance</u>	DF&CS	
2324 - 05	Attendance Management	<u>Assurance</u>	DF&CS - HoS HR&OD	
	<b>Resources: Other</b>			
2324 - 06	Commissioning, Procurement & Contract Management	<u>Assurance</u>	DST	
2324 - 07	Data Governance and Security (FOI Requests)	<u>Assurance</u>	DES	
2324 - 08	Corporate Health & Safety	<u>Assurance</u>	DES	



<b>Governance</b>				
2324 - 09	Corporate Performance	<u>Advisory</u>	DF&CS	
2324 - 10	Policy Framework	<u>Advisory</u>	DF&CS	
2324 - 11	BCP & Risk Management (Deep Dive)		CEO	
2324 - 12	Anti Fraud and Corruption/Ethics	<u>Advisory</u>	CEO	
<b>Transformation &amp; Change</b>				
2324 - 13	Internal Change Projects	<u>Assurance</u>	DST	
2324 - 14	Capital Project Management/PMO	<u>Assurance</u>	DST	
<b>Operational Delivery</b>				
2324 - 15	PCSP	<u>Assurance</u>	DL&W	
2324 - 16	PEACE programme	<u>Assurance</u>	DL&W	
2324 - 18	Planning Development Management Planning Enforcement Local Development Plan	<u>Advisory</u>	DST	

Key	
	Not due to start per plan
	Planning Underway
	Draft Terms of Reference (awaiting sign-off (HOS))
	Terms of Reference Agreed
	Fieldwork
	Draft Report
	Final Report
	Cancelled



# Governance and Audit Committee

**Confidential**

**22 June 2023**

**Confidential Report from:**

**Internal Audit Manager**

*Local Government Act (Northern Ireland) 2014*

**Schedule 6 - Access to Information: Exemption Information**

1. Information relating to the financial or business affairs of any particular person (including the Council holding that information).

**When will the report become unrestricted:**

Specify when  
report will  
become available

30/06/2023

Redacted  
report  
available

Never

## Item for Decision

**TITLE:** Internal Audit Annual Report FY2023

**Background and Key Issues:**

1. The purpose of this annual report is to set out the Internal Audit Manager overall audit opinion together with a summary of the work the Internal Audit service has undertaken during 2022/23.

**Recommendation:**

It is recommended that Members scrutinise and approve this report.

**Finance and Resource Implications:**

None

## 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

### 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

**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:**

Internal Audit Annual Report

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

No



*Internal Audit Annual Report  
Including Opinion  
2022/23*

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## **1. Internal Audit Activity in Year**

### **Introduction**

A professional, independent and objective internal audit service is one of the key elements of good governance, as recognised throughout the UK public sector.

The purpose of this report is to outline the internal audit work carried out for the year ended 31 March 2023. The report takes into consideration the annual reporting requirements of the Public Sector Internal Audit Standards (PSIAS).

### **Internal Control Framework**

The presence of an effective internal audit function contributes towards, but is not a substitute, for effective control. It is the responsibility of management to have adequate controls in place and to ensure these controls are operating effectively. A sound control system will help safeguard assets, ensure records are reliable, promote operational efficiency and ensure adherence to Council policy and procedure. Such systems of internal control can provide only reasonable and not absolute assurance against loss.

The PSIAS require the Internal Audit Manager to provide an annual opinion, based upon and limited to the work performed, on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control (i.e. the organisation's system of internal control). This is achieved through a risk-based plan of work, agreed with management and approved by the Governance & Audit Committee, which should provide a reasonable level of assurance, subject to the inherent limitations set out in Appendix 1. The opinion does not imply that Internal Audit has reviewed all risks relating to the organisation.

### **Reporting requirements of the Public Sector Internal Audit Standards (PSIAS)**

The Councils Internal Audit team operates in accordance with the PSIAS requirements and is an independent, objective assurance and consulting activity designed to add value and improve an organisations operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

PSIAS refers to the Chief Audit Executive. Within the Council this is currently the Internal Audit Manager.

The provision of assurance services is the primary role for Internal Audit in the UK public sector.

Consulting services are advisory in nature and are generally performed at the specific request of the organisation, with the aim of improving governance, risk management and control and contributing to the overall opinion.

The Councils Internal Audit team operates within the Internal Audit Charter, most recently approved by the Committee on 9<sup>th</sup> September 2022.

The PSIAS places a number of reporting obligations on the Internal Audit Manager in respect of the annual report. These obligations are summarised in the table below:

<b>PSIAS Ref</b>	<b>Requirement</b>	<b>Evidence</b>
1110	The Chief Audit Executive must confirm to the board, at least annually, the organisational independence of the internal audit activity.	The Internal Audit Manager reports directly to the Chief Executive and directly to the Governance and Audit Committee. The annual audit report confirms the organisational independence of the internal audit activity.
1320	The Chief Audit Executive must communicate the results of the quality assurance and improvement programme to senior management and the board	The annual audit report communicates the results of the improvement programme to senior management and the Governance and Audit Committee. See section 5 for details.
2450	The Chief Audit Executive must deliver an annual internal audit opinion and report that can be used by the organisation to inform its governance statement.	This report to Governance and Audit Committee provides the annual audit opinion and statement of assurance on internal controls. See section 3.
2450	The annual internal audit opinion must conclude on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control.	The annual audit opinion and statement of assurance provides this requirement.
2450	The annual report must also include a statement on conformance with the Public Sector Internal Audit Standards and the results of the quality assurance and improvement programme.	This report provides a statement on conformance with PSIAS.

## Position and Resourcing of Internal Audit

Internal Audit operates within the Chief Executive directorate, with line management responsibility to the Chief Executive. The Internal Audit Manager is functionally responsible to the Governance and Audit Committee and attends all Committee meetings. The Internal Audit Manager has unfettered access to the Corporate Management Team.

The Internal Audit Team was restructured in January 2023 and currently has two full-time auditors and a part-time Internal Audit Manager. Prior to that the team had a full-time audit assistant who left the Council in July 2022. The audit plan was revised in December 2022 to take account of the reduction in resource.

## Approval of Internal Audit Strategy and Operational Plan

The Audit Strategy (2023-2026) was updated and approved by the Governance and Audit Committee on 13th March 2023.

The 2022-2023 Internal Audit Operational Plan was approved on 10 March 2022. Subject to approved changes, the operational plan has been satisfactorily delivered. All 2022/2023 Internal Audit work was performed in accordance with the Public Sector Internal Audit Standards.

## Changes to the Operational Plan

During the year there were a number of changes to the Internal Audit operational plan.

All amendments were approved by the Chief Executive and reported to the Governance and Audit committee.

These are summarised below:










<b>Audit Review</b>	<b>Approved by Chief Executive</b>	<b>Reported to G&amp;A</b>	<b>Change</b>
2223 – 09 – BCP & Risk Management	1st August 2022.	8th September 2023	Postponed until 23/24
2223 – 17 – Waste Management	1 <sup>st</sup> August 2022	8 <sup>th</sup> September 2023	Postponed until 23/24
2223 – 07 – Asset Management	1 <sup>st</sup> August 2022	8 <sup>th</sup> September 2023	Scope changed from advisory to assurance
2021 – 05 – Training and Development of Staff	19 <sup>th</sup> December 2022	13 <sup>th</sup> March 2023	Postponed until 23/24

2022 – 24 – Waste Disposal and Recycling	22 <sup>nd</sup> February 2023	13 <sup>th</sup> March 2023	Postponed until 23/24
2223 – 15 – Leisure, Arts and Facilities	21 <sup>st</sup> February 2023	13 <sup>th</sup> March 2023	Postponed until 23/24
2223 – 01 – Payroll including expenses	30 <sup>th</sup> May 2023	22 <sup>nd</sup> June 2023	Cancelled due to duplication 23/24
2223 – 13 – Internal Change Projects	30 <sup>th</sup> May 2023	22 <sup>nd</sup> June 2023	Cancelled due to duplication 23/24

As per the December G&A committee it was agreed that the majority of advisory reports were put on hold to allow as many assurance reports as possible to be completed. See Appendix 2 for further information.

### *Progress against 2022/2023 Operational Plan*

Progress against the revised audit plan is reported within each Internal Audit Progress Report at each G&A committee meeting. The following table shows the position as at 13/06/2023.

Stage	Status	
	Not due to start per plan	0
	Planning underway	1
	Draft Terms of Reference (awaiting sign-off HOS)	0
	Terms of Reference Agreed	0
	Fieldwork	4
	Draft Report	1
	Final Report	11
	Cancelled/Postponed	7
	No reports required/advisory	5
<b>Total</b>		<b>29</b>

**Appendix 2** provides more details and commentary on individual audit assignments.




## 2. Findings and overall basis of opinion

A summary of key findings from the programme of Internal Audit work for the year is recorded in the table below:

Description	Detail
<p><b>Overview</b></p> <p>We satisfactorily completed the 22/23 Internal Audit Plan as approved by the G&amp;A committee 10<sup>th</sup> March 2022 with some amendments (all of which were reported to G&amp;A during the year). The Operational Plan included a mix of both assurance and advisory reviews with results from all work being reported through to management and G&amp;A Committee.</p>	<p><b>Operational Plan</b></p> <p>The revised 2022/23 Operational Plan as per December G&amp;A (taking account of approved changes) included 14 assurance, 2 advisory and 1 investigative review (not due to be reported until 23/24). Results of satisfactorily completed reviews are detailed in Table 3.1.</p> <p>Overall audit opinions and classification of findings is undertaken aligned with DAO DFP 07/16 (see Appendix 3).</p> <p>The assurance work finalised to report stage resulted in eleven reports in total, ten with satisfactory assurance and one report with limited assurance. In total, there was one Priority 1, eight Priority 2, twelve Priority 3 recommendations and eight insights arising. All recommendations were accepted by management with action plans and timescales set for implementation.</p> <p>There are three outstanding assurance audits are still in progress with two where the fieldwork is at an advanced stage so as to take assurance. These are:-</p> <ul style="list-style-type: none"> <li>• Capital Programme at draft report stage</li> <li>• Museums – advance field work with draft currently being written.</li> <li>• ICT – licences at the planning stage.</li> </ul> <p>The purpose of advisory work is to provide support to management in assessing and improving their governance and control frameworks, in a consulting context, outside the scope of a normal assurance audit. It should be noted that the audit plan should consist of no more than 20% advisory as the primary focus must be on assurance. This was addressed in the revised audit plan in December 2022 where a number of advisories were put on hold to concentrate on the assurance audits. The scope of the advisories will be taken into consideration going forward when carrying out assurance audit's in future plans. See appendix 2.</p> <p>Advisories fall within the scope of Internal Audit as per the PSIAS and can contribute to the overall audit opinion.</p>



Description	Detail
<p><b>Internal control issues</b></p> <p>During the course of our work we identified a number of weaknesses.</p>	<p>During the year, one review received a limited assurance rating:</p> <p><b>Asset Management</b></p> <p>Overall this review has concluded with a Limited rating with one Priority 1 recommendation, four Priority 2 and three Priority 3. Recommendations were in the following areas;</p> <ul style="list-style-type: none"> <li>• Estate Strategy</li> <li>• Progress Reports on Asset Management Work Streams (Annual)</li> <li>• Council Policies and Procedures</li> <li>• Assets Team Structure</li> <li>• Asset Register</li> <li>• Performance Improvement Measures for Asset Management</li> <li>• Land &amp; Property Risk and Actions – visibility</li> <li>• Tracking Rental Agreements</li> </ul> <p>Management prepared a response action plan that has been reported to Corporate Services Committee. Implementation of the actions are being monitored in the Internal Audit Tracker.</p>

Description	Detail								
<p><b>Follow up</b></p> <p>PSIAS Standard 2500 Monitoring Progress and CIPFA Code of Practice states that Internal Audit must establish and maintain a system to monitor the results communicated to management.</p>	<p>Internal Audit recommendations are monitored and reported to the Governance and Audit committee in the Internal Audit progress report along with those that have not yet been implemented. A summary of those implemented within 2022/23 is noted below. Previous year's figures - (to be updated on final progress report )</p> <table border="1" data-bbox="846 1189 1774 1292"> <thead> <tr> <th data-bbox="846 1189 1160 1225">Outcome</th> <th data-bbox="1160 1189 1317 1225"></th> <th data-bbox="1317 1189 1550 1225">Number</th> <th data-bbox="1550 1189 1774 1225">Percentage</th> </tr> </thead> <tbody> <tr> <td data-bbox="846 1225 1160 1292">Fully Implemented</td> <td data-bbox="1160 1225 1317 1292"></td> <td data-bbox="1317 1225 1550 1292">16</td> <td data-bbox="1550 1225 1774 1292">100%</td> </tr> </tbody> </table>	Outcome		Number	Percentage	Fully Implemented		16	100%
Outcome		Number	Percentage						
Fully Implemented		16	100%						

### 3. Internal Audit Opinion

#### Head of Internal Audit Opinion

I am satisfied that sufficient Internal Audit work has been undertaken to allow an opinion to be given as to the adequacy and effectiveness of governance, risk management and control.

In giving this opinion, it should be noted that assurance can never be absolute. The most that the Internal Audit service can provide is reasonable assurance that there are no major weaknesses in the system of internal control. My opinion is based on:

- All assurance and advisory audits undertaken during the year;
- Results of follow up work undertaken in relation to internal audit recommendations and the management responses;
- The effects of any significant changes in the organisation's objectives or systems;
- Any limitations which may have been placed on the scope or resources of internal audit;
- What proportion of the organisation's audit needs have been covered to date;
- Results of other sources of assurance work such as the NIAO Report to Those Charged with Governance.

**My opinion based on the work completed from the revised Internal Audit Plan 2022-2023, is that the Council's systems in relation to internal control, risk management and governance were, in general, adequate and operated effectively and can provide satisfactory assurance in relation to the effective and efficient achievement of the Council's objectives.**

#### Results of Reviews

Table 3.1 below summarises the overall results of Internal Audit completed work undertaken in the year, nature of the work and findings. The table includes advisory work where insights were reported. All other work conducted by Internal Audit can be seen in the progress report at Appendix 2.

**Table 3.1 Completed Audit Reviews (not including WIP)**

Audit	Auditable Unit	Type of Review	Report Classification	Number of Findings			Insights
				P1	P2	P3	
2022-10	Legal	Assurance	Satisfactory	-	-	1	-
2022-19	Community Engagement	Assurance	Satisfactory	-	1	2	-
2022-22	Good Relations – Peace Programmes	Assurance	Satisfactory	-	-	-	-
2021-22	Safeguarding	Assurance	Satisfactory	-	1	2	-
2223-02	Grants Received	Assurance	Satisfactory	-	-	2	1
2223-04	Commissioning, Procurement & Contract Management	Assurance	Satisfactory	-	-	2	-
2223-05	Data Governance and Security	Assurance	Satisfactory	-	-	-	-
2223-07	Asset Management	Assurance	Limited	1	4	3	-
2223-08	Risk Management – Financial Sustainability	Assurance	Satisfactory	-	-	-	1
2223-10	Anti-Fraud & Corruption	Investigatory	N/A	-	-	-	-
2223-12	Policy Framework	Advisory	N/A	-	-	-	6
2223-16	PCSP	Assurance	Satisfactory	-	1	-	-
2223-18	Cemeteries Administration	Assurance	Satisfactory	-	1	-	-

## 4. Other work undertaken by Internal Audit

### Follow up reviews

Internal Audit carried out sixteen follow up reviews during the year.

### Reporting

Internal Audit regularly compile reports to the CMT and G&A Committee on the progress of the Internal Audit plan.

### NFI Exercise

Work has been ongoing for the latest NFI exercise that is due to be completed later in the year with final results being reported to the G&A.

### Committee Paper Delivery

Internal Audit staff were involved in the delivery of committee papers during 2022/2023.

### NIAO Questionnaires

Collation of information regarding various NIAO questionnaires such as;-

- Proper Arrangements Questionnaires,
- Fraud Questionnaires,

The information gained from these questionnaires has been used to gain assurance and will also be used in the relevant audit reviews in 2023/2024. Issues will be reported to the CMT.

### Internal Audit Training

The Internal Audit team have completed the mandatory in-house training throughout the year including Cyber Security.

Internal Audit Manager has attended the NI Internal Audit Practitioner Group to share best practice and discussion of emerging internal audit issues.

Institute of Internal Auditor drop in clinics are provided regularly to disseminate emerging risks and issues for Internal Auditors. Internal Audit team members periodically attend via zoom to keep up-to-date.

Internal Auditors carry out CPD in accordance with the requirements of the membership of their professional institute.

Smart-sheet is a software service offering for collaboration and work management, developed and marketed by Smart-sheet Inc. It is used to assign tasks, track project

progress, manage calendars, share documents, and manage other work, using a tabular user interface.

### **Internal Audit Review of Pitch Booking System**

It was Parks & Amenities (P&A) management assertion that the current Pitch Booking System (PBS) has significant financial weaknesses and is no longer fit for purpose. Attempts to replace it have been delayed pending the introduction of the new Council Finance system. Consequently P&A management asked Internal Audit to review and provide assurance and governance recommendations for the PBS that is used to book local sport at Lisburn and Castlereagh City Council (L&CCC) sport facilities. This mainly covers the use of football pitches and there are various sites which include the following:

- Lisburn Rec
- Lough Moss
- Moat Park
- Billy Neill MBE Country Park
- Hydebank Playing Fields
- Cairnshill
- Drumbo
- Barbour Playing Fields
- Wallace Park
- Moira Demesne
- QE11 Playing Fields
- Glenmore

Internal Audit were to test and identify areas within the booking system where improvement, support and best practices would be required. This would lead to the consideration of implementing proposed recommendations to the PBS which would provide reassurance as to the operation of the system.

Our review identified a number of areas for improvement in relation to the PBS and non-reliance can be placed upon the procedures in place, these should be strengthened and formalised. Management is responsible for overseeing the activities of employees and typically does so by implementing and monitoring processes and internal controls.

## **5. Quality Assurance & Improvement Plan**

Internal Audit must maintain a Quality Assurance and Improvement Programme (QAIP) that covers all aspects of the service. The QAIP includes an evaluation of Internal Audit's conformance with Public Sector Internal Audit Standards (PSIAS) and an evaluation as to whether Internal Auditors comply with the IIA's Code of Ethics. It also assesses the

efficiency and effectiveness of the Internal Audit unit and identifies opportunities for improvement. The QAIP allows for both internal and external assessment.

This section summarises the results of how Internal Audit has performed against the QAIP in the current year.

### Internal Assessment

There are several aspects to internal assessment including i) self-assessment against PSIAS Standards, Audit Charter and Code of Ethics, ii) performance against agreed KPI's and iii) customer feedback in relation to assurance work performed.

### Compliance against PSIAS, Audit Charter and Code of Ethics

The latest internal self-evaluation was undertaken in 2022/2023 and reported to the G&A. The self-assessment shows that that the Internal Audit team are compliant with the requirements of PSIAS for fiscal year 2022/2023.

### Performance against KPI's

For 2022/2023 Internal Audit had 4 KPI's. Table 4.1 below outlines how Internal Audit performed against each KPI and supporting narrative. These are reported at each G&A meeting. Still to be completed with updated information

**Table 4.1**

No.	Target	Narrative	Performance in the Year
1	Pre-Audit	Agreement of TOR with HOS & Director 10 days prior to commencement of audit / review	100%
2	Audit Delivery	Completion of the Internal Audit Revised Plan as agreed at G&A December 2022	91%
3	Audit Delivery	% of Recommendations accepted by management within agreed timescale	100%
4	Customer Satisfaction Results	Achievement of Customer Feedback average score of 3 or more on surveys returned.	100%
5	Resources / Costs	Manage the costs of the IA team within agreed budget	Yes



## Customer Feedback

Conducting surveys of key stakeholders at the end of an audit engagement is an important way to gain insight into the quality and value of the Internal Audit process from the perspective of the audit customer. During the year a survey is issued for each completed audit. These are used by the Internal Audit Manager to discuss within the team any improvements to be made within the audit processes of customer engagement. The results of customer engagement survey feedback are reported at each G&A meeting within the KPI results.

## External Assessment

PSIAS recommends that there is an external assessment conducted every 5 years by a qualified independent assessor. The last external assessment was conducted in October 2015 and identified both full and partial conformance to the standards. Due to resource issues and COVID the due external assessment in 2020 was delayed.

The Internal Audit Standards are currently being revised by the International Internal Audit Standards Board and overseen by the International Professional Practices Framework (IPPF) Oversight Council.

The timetable for the revised standards are:-

- Standards Publication Q4 2023
- Standards Effective date Q4 2024

In order to allow time for the new standards to be published an external peer review of LCCC internal audit team will be carried out in 2024/25.

The Internal Audit Manager attended the Internal Audit Practitioners Group at the Ardhowen Theatre in Enniskillen on the 12th May 2023. Agreement between four NI Local Authorities was made to carry out each other's external peer reviews during 2024/2025. The group is made up of;-

- Lisburn & Castlereagh City Council
- Armagh, Banbridge & Craigavon
- Derry City & Strabane
- Causeway Coast and Glens Borough Council.

Derry City & Strabane will lead the co-ordination of timetable and allocation of Lead Auditors for each authority. This is a reciprocal agreement therefore will not incur additional cost to the Council. The G&A will be kept informed of arrangements via the Internal Audit Progress Reports.














## **Appendix 1 - Limitations, Roles and Responsibilities of Internal Audit**

















Internal Audit try to plan our work that we have a reasonable expectation of detecting significant control weaknesses and, if detected, we shall carry out additional work directed towards identification of consequent fraud or other irregularities.

However, internal audit procedures alone, even when carried out with due professional care, do not guarantee that fraud will be detected. Therefore our examinations as internal auditors should not be relied upon solely to disclose fraud or other irregularities that may exist.

The matters raised in this report are only those which came to our attention during the course of the audit and are not necessarily a comprehensive statement of all those weaknesses that exist or all improvements that might be made.

## Appendix 2 2022/23 Operational Plan updated as 02 June 2023 (as per previous year).

Audit Ref.	Auditable Unit	Type of Review	Sponsor	Status	Commentary
<b>Previous Year Audits B/F</b>					
2022-10	Legal	<u>Assurance</u>	DFCS		Complete
2021-05	Training and Development of Staff	<u>Assurance</u>	DFCS		Service priorities requires this to be postponed into 2023/24.
2021-13	Data Assurance incl GDPR & Sar's (to be merged with 2223 -05)	<u>Advisory</u>	DST		Tied in with 2223 - 05 assurance audit below.
2022-16	Transformation Projects, Internal Change Projects & Strategic Partnership Delivery Projects	<u>Advisory</u>	DST		Not started however the 23/24 has capacity to ensure that transformation projects will be reviewed.
2022-19	Community Engagement	<u>Assurance</u>	DES		complete
2022-22	Good Relations - Peace Programmes	<u>Assurance</u>	DLW		Complete
2021-22	Safeguarding	<u>Assurance</u>	HOS EH & HOS HR&OD		Complete
2022-24	Waste Disposal and Recycling	<u>Assurance</u>	DES		Service not in a position operationally for this audit to have taken place in 22/23. Postponed until 23/24.
2022-26	Capital Programmes	<u>Assurance</u>	DST		Draft report with the service. Due to be finalised.
2022-29	Stores	<u>Advisory</u>	Various		ICQ's have been issued to gather information across stores within the Council. See 2223 - 14. An assurance review for stores substantially carried out at the museum within Leisure.
<b>Sub-total of Previous Years Audit b/f (A)</b>					
<b>Key Theme: Financial</b>					
2223-01	Payroll incl expenses	<u>Assurance</u>	DFCS		An internal control questionnaire has been sent to the service to gather information on the new system. The new system is still in the implementation stage so this is postponed. The new system will be reviewed in quarter 3/4 within the 23/24 audit plan once implemented and given time to bed in.
2223-02	Grants	<u>Assurance</u>	DFCS		Complete
2223-03	Grants	<u>Advisory</u>	DLW		The findings from the assurance grant work will feed into this advisory. Use of the NIAO self assessment checklist for grants will also be used. These have been received from services and the information will be used to compile the advisory report.

<b>Resources: Other</b>					
2223-04	Commissioning, Procurement & Contract Management	<u>Assurance</u>	DST		Complete
2223-05	Data Governance and Security	<u>Assurance</u>	DST		On going. No report due from the 22/23 audit plan. Internal Control Questionnaires have been issued to the relevant staff for completion. Internal Audit Manager has been given access to the ICO questionnaires that are held in smartsheet as advised by Director. Internal Audit has been invited onto the GDPR focus group on an advisory basis. The results of the ICO questionnaires will be used to draft an action plan and progressed throughout the 23/24 year. Regular progress will be reported to the CMT and updated to the G&A via the Internal Audit progress reports.
2223-06	ICT	<u>Assurance</u>	DST		Information has been collated regarding IT licences to enable planning of this audit review. With the delay in implementation of the new systems this audit review will be carried out at a later date.
2223-07	Asset Management	<u>Assurance</u>	DST		Complete
<b>Governance</b>					
2223-08	Risk Management - Financial Sustainability	<u>Assurance</u>	DFCS		Complete
2223-09	BCP & Risk Management	<u>Assurance</u>	DFCS		This area was audited and reported in June 2022. A review of progress to this report will be carried out in 2023/24 audit year.
2223-10	Anti Fraud & Corruption	<u>Investigatory</u>	CEO		No report due from the 22/23 audit plan as the work is ongoing until September 2023. Updates will be provided within the Internal Audit progress reports. (i) NFI Matches involving Payroll and Creditors received at end of January 2023. Creditors Team have already investigated the matches marked high risk only. Work on small number of Payroll matches to continue. Further sample testing to continue after June G&A meeting. (ii) NIAO Fraud Risk Questionnaires completed by Directors and summarised.  Refresh to Fraud Risk Register to be carried out with information gathered from questionnaires sent out to all Directorates. These have now all been returned and have been reviewed.
2223-11	Corporate Performance	<u>Advisory</u>	CEO		No report due from the 22/23 audit plan. This advisory review will be covered during the 23/24 audit of the corporate performance using guidance from NIAO being used as good practice. The 23/24 audit will be conducted throughout the year reviewing the reported performance information with report at the end of year.
2223-12	Policy Framework	<u>Advisory</u>	DFCS		Complete
2223-13	Internal Change Projects	<u>Assurance</u>	DST		Review of migration arrangements for HR and or Finance System implementation.
<b>Operational Delivery</b>					
2223-14	Museum Artefacts	<u>Assurance</u>	DST		Risks and expected controls identified. Visited location and vouched sample of high value items. Noted the controls in place such as physical access and temperature controls. Identified recent visit by Museums NI and positive Accreditation result. Collating remaining audit evidence and Draft Report at an advanced stage.
2223-15	Leisure, Arts and Facilities including Community Centres (Bridge, Ballyoran, Enler and Moneyreagh)	<u>Assurance</u>	DST		Postponed until 2023/24 plan.
2223-16	Community Planning, Community Engagement, PCSP (Mandatory Annual Requirement) & Cultural Services, Good Relations & PEACE Programmes	<u>Assurance</u>	DLW		Complete
2223-17	Waste Management	<u>Assurance</u>	DES		Service not in a position operationally for this audit to be carried out hence the carry forward to 23/24 audit plan
2223-18	Cemeteries Administration	<u>Assurance</u>	DES		Complete
2223-19	Planning and Development Management, Planning Enforcement, Local Development Plan	<u>Advisory</u>	DST		Work with management to consider NIAO best practice recommendations issued in relation to Planning. Planning is included again in the 23/24 audit plan as an advisory audit regarding the NI Planning Portal. Best practice will be used for this audit.

Key	
	Not due to start per plan
	Planning Underway
	Draft Terms of Reference
	Terms of Reference Agreed
	Fieldwork
	Draft Report
	Final Report
	Cancelled/Postponed
	No report required/advisories on hold

## Appendix 3 – Classifications for Audit Reports and Audit Findings

### Levels of Opinion:

On completion of the audit reengagement, Internal Audit forms an independent and objective opinion on the effectiveness of controls reviewed during the audit. The Internal Audit opinion is consistent with DAO DFP 07/16.

Opinion	Definition
Satisfactory	Overall there is a satisfactory system of governance, risk management and control. While there may be some residual risk identified, this should not significantly impact on the achievement of system objectives
Limited	There are significant weaknesses within the governance, risk management and control framework which, if not addressed, could lead to the system objectives not being achieved.
Unacceptable	The system of governance, risk management and control has failed or there is a real and substantial risk that the system will fail to meet its objectives.

### Priority Classifications:

The priority ratings for individual findings / action plans are as prescribed by the Department of Finance within DAP DFP 07/16.

Priority	Definition
1	Failure to implement the recommendation is likely to result in a major failure of a key organisational objective, significant damage to the reputation of the organisation or misuse of public funds.
2	Failure to implement the recommendation could result in the failure of an important organisational objective or could have some impact on a key organisational objective.
3	Failure to implement the recommendation could lead to an increased risk exposure.