



September 8th, 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, 14th September 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 5.15 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 - Q1 2023/24

📄 *Item 3.1 Complaints Report Q1.pdf* Page 1

📄 *Item 3.1 Appendix I Compliments & Complaints Report Q1.pdf* Page 2

### 3.2 Performance Improvement Objectives, Case Studies & Associated KPIs - 1st Quarter Review

📄 *Item 3.2 PIO Casestudies KPIs Q1.pdf* Page 14

📄 *Item 3.2 Appendix I Quarter 1 monitoring MASTER.pdf* Page 16

📄 *Item 3.2 Appendix II Q1 Performance KPIs.pdf* Page 30

### 3.3 Service KPIs - Quarter 4 2023/24 All Directorates

📄 *Item 3.3 Service KPIs Q1 2023 2024 G&A.pdf* Page 34

📄 *Item 3.3 Appendix I Environmental Services.pdf* Page 36

📄 *Item 3.3 Appendix II Finance & Corporate Services.pdf* Page 39

📄 *Item 3.3 Appendix III OD&Innovation Services.pdf* Page 41

📄 *Item 3.3 Appendix IV Leisure & Community Wellbeing.pdf* Page 44

📄 *Item 3.3 Appendix V Regeneration & Growth Directorate.pdf* Page 49

### 3.4 Performance Improvement Report 2023/24

📄 *Item 3.4 PI Report & Summary.pdf* Page 53

📄 *Item 3.4 Appendix 1 Performance Improvement Report 2022-23 - DRAFT Tuesday 5 SEPT.pdf* Page 55

Item 3.4	Appendix 2 Performance Improvement Report 2022-23 - SUMMARY 5 SEPT.pdf	Page 92
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### **3.5 Review of the Customer Care Policy (Compliments, Complaints & Comments)**

Item 3.5	Review of Complaints Procedure.pdf	Page 110
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Item 3.5	Appendix 1 LCCC Council Complaints Procedure-PolicyDoc - 2023 Review DRAFT.pdf	Page 112
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## **4.0 REPORT BY RISK & BUSINESS CONTINUITY OFFICER**

### **4.1 Corporate Risk Register**

Item 4.1	Corporate Risk Register.pdf	Page 125
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Item 4.1	Appendix I - Corporate Risk Dashboard.pdf	Page 126
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## **5.0 REPORT BY INTERNAL AUDIT MANAGER**

### **5.1 Internal Audit Charter**

Item 5.1	Internal Audit Charter.pdf	Page 127
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Item 5.1	Appendix 1 Internal Audit Charter.pdf	Page 128
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## **6.0 CONFIDENTIAL BUSINESS - "IN COMMITTEE"**

### **6.1 REPORT BY DIRECTOR OF ORGANISATION DEVELOPMENT & INNOVATION**

#### **6.1.1 Gifts & Hospitality Policy (Staff) and Gifts & Hospitality Policy (Elected Members)**

Confidential due to containing information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the council or a government department and employees of, or office holders under, the council.

## **6.2 REPORT BY DIRECTOR OF REGENERATION AND GROWTH**

### **6.2.1 Asset Management**

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

## **6.3 REPORT BY INTERNAL AUDIT MANAGER**

### **6.3.1 Internal Audit Plan 23/24 Plan - Progress Report**

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

## **6.4 REPORT BY HEAD OF FINANCE**

### **6.4.1 Annual Audit Letter 2021-22: Lisburn & Castlereagh City Council**

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

## **7.0 ANY OTHER BUSINESS**





<b>Committee:</b>	Governance & Audit Committee
<b>Date:</b>	14th September 2023
<b>Report from:</b>	Performance Improvement Officer

<b>Item for:</b>	Noting
<b>Subject:</b>	Compliments and Complaints Report – Q1 2023/24

<b>1.0</b>	<b><u>Background and Key Issues:</u></b>	
1.1	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.	
1.2	LCCC has a Complaints Handling procedure which allows customers to make a complaint and details what happens to their complaint after it is received.	
1.3	Compliments and complaints are captured on the Council's Customer Care System and Complaints are dealt with through the Council's complaints procedure.	
1.4	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 1 (April - June inclusive) of 2023/24.	
1.5	This report is presented for consideration and scrutiny as appropriate.	
<b>2.0</b>	<b><u>Recommendation</u></b>	
	It is recommended that Members note the appended report.	
<b>3.0</b>	<b><u>Finance and Resource Implications</u></b>	
	N/A	
<b>4.0</b>	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out.	N/A

<b>Appendices:</b>	<b>Appendix I</b> – complaints during Q1 (April - June inclusive)
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# Compliments and Complaints Report

# Q1

1st April –  
30th June 2023

Lisburn & Castlereagh City Council

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### 1.0 Customer Care Analysis

Call Type	Q2 2022-2023	Q3 2022-2023	Q4 2022-2023	Q1 2023-2024
Service Requests	670	698	598	628
Complaints	179	166	181	233
Compliments	36	42	36	42
Comments	89	139	16	23
<b>TOTAL CALLS</b>	<b>974</b>	<b>1045</b>	<b>831</b>	<b>926</b>

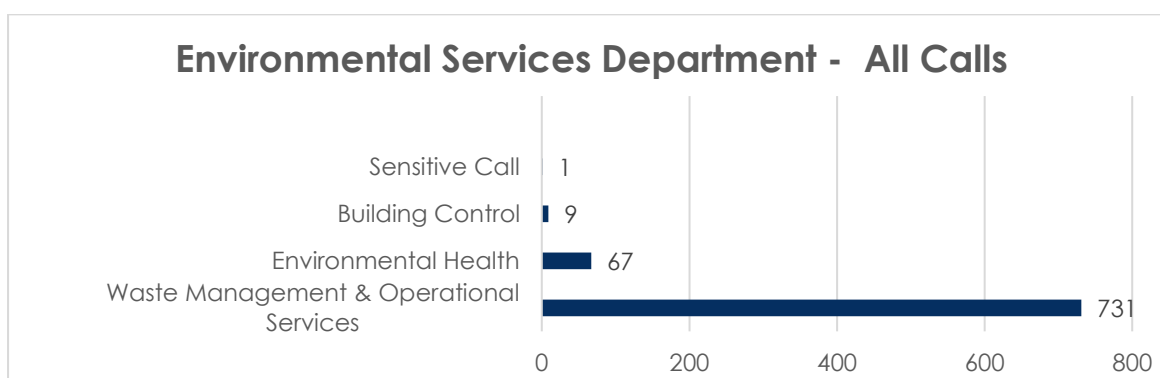
Customer Care calls increased from 831 in Q4 to **926** in Q1, an increase of 95. There was an increase in Complaints of 52, from 181 in Q4 to **233** in Q1.

### 1.1 Analysis of Customer Care Calls in Q1 per Department

(Please note the new Departmental structure came into effect on 1<sup>st</sup> June 2023, for completeness this report is reflective of the old structure and the new Departments will be referenced in the Q2 report.)

Department	Comments	Complaints	Compliments	Service Requests	TOTAL
C.E. Office	0	0	1	0	1
Environmental Services	11	162	11	624	808
Finance & Corporate Services	1	3	13	0	17
Leisure & Community	9	63	14	2	88
Service Transformation	2	5	3	2	12
Non Council	-	-	-	-	48
<b>TOTAL</b>	<b>23</b>	<b>233</b>	<b>42</b>	<b>628</b>	<b>974</b>

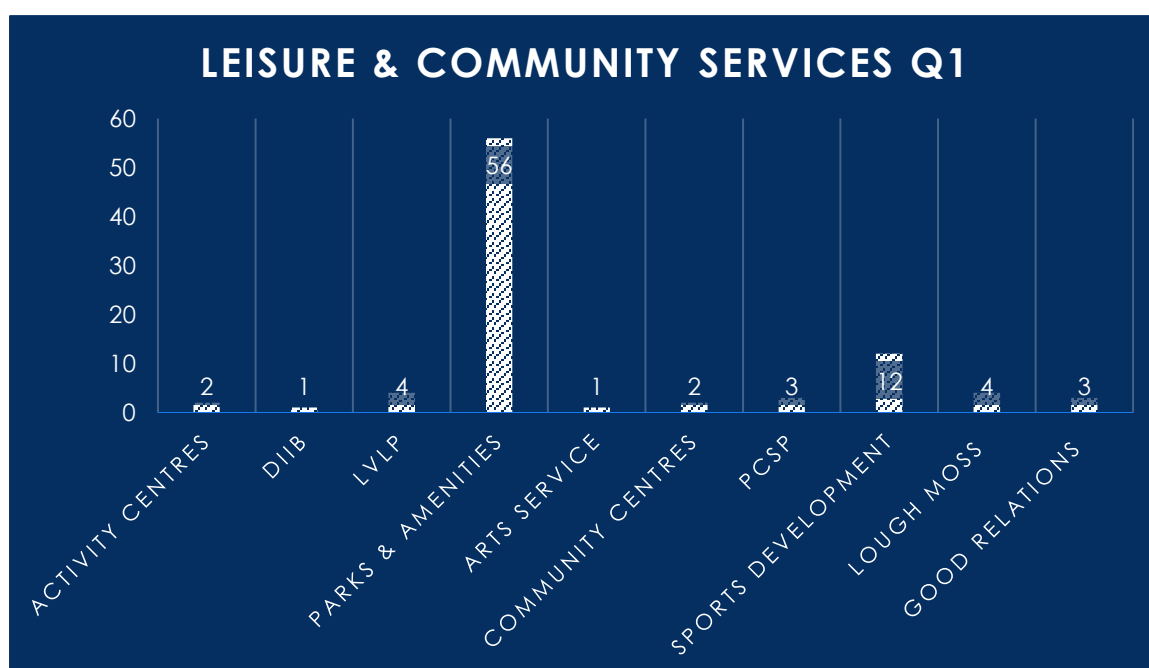
### 1.2 A breakdown of calls received for the Environmental Services Department is as follows:



Overall **808** calls were logged to Environmental Services:

- **731** Waste Management and Operational Services - 630 calls were in relation to Domestic Refuse Collection – the majority were missed bins/damaged bins and bins going missing.
- **67** Environmental Health – fly 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. As of the middle of June no further Service Requests were logged for Environmental Health on Customer Care. These were sent direct to EH Administration to be logged.
- **9** Building Control – Street nameplate repairs/replacements
- **1** Sensitive – Logged for information only

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

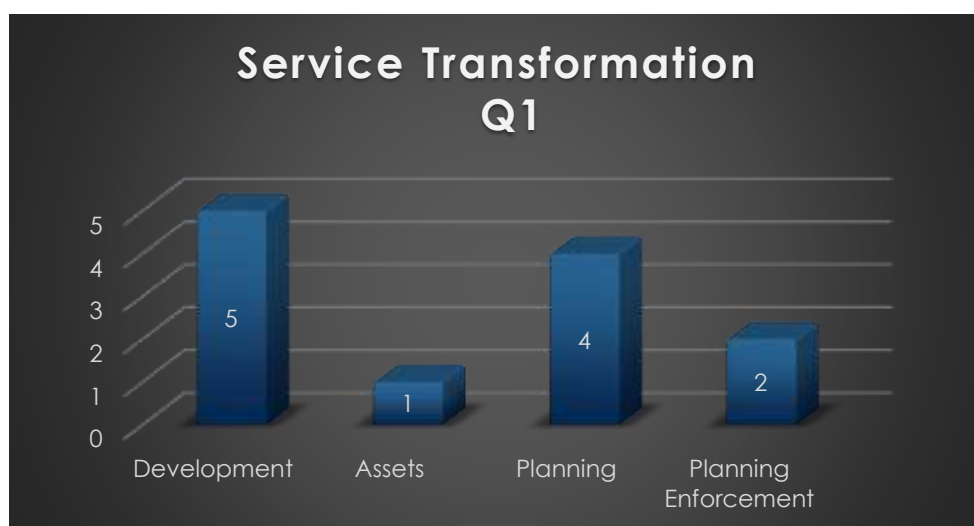


Overall **88** calls were logged to Leisure & Community Wellbeing:

- **56** Parks & Amenities - Wallace Park, sports ground maintenance, Hillsborough Flowers, Hillsborough Forest, maintained open spaces, Duncans Dam, Derriaghy Glen, Moira Demesne, Old Warren playpark, bins needing emptied, Graffiti, Comber Greenway, Cairnshill and Billy Neill.
- **1** DIIB - Booking.
- **4** LVLP - Bookings, main pool.
- **3** PCSP – ASB
- **12** Sports Development – Events
- **4** Lough Moss – Instructors, Car Park, Opening hours

- 3 Good Relations – Flags
- 2 Activity Centres – Bookings, Sensitive Complaint(Logged for information only)
- 2 Community Centres – Moneyreagh Community Centre
- 1 Arts Service – Compliment

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



12 calls were logged under Service Transformation:

- 5 Economic Development - Hillsborough Forest Park, Hillsborough City Deal, accident in the city centre and thanks.
- 1 Assets – Litter bin installation.
- 2 Planning Enforcement – signage, driveway
- 4 Planning – Compliment for Customer service and planning queries

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

Q1					
Area	Comments	Complaints	Compliments	Service Requests	Total
Registration	0	0	3	0	3
Central Support	0	0	1	0	1
Centre Management	0	1	7	0	8
Human Resources	0	2	0	0	2
Member Services	1	0	2	0	3
<b>TOTAL</b>	<b>1</b>	<b>3</b>	<b>13</b>	<b>0</b>	<b>17</b>

3 complaints were received and were in relation to an advertising banner that was not removed after a show at LVI, Employee Relations and Recruitment. The 13 compliments received were in relation to assistance that was provided in the lead up to the Election, staffing at the Election, events/conferences at LVI and excellent customer service. One comment was in relation to a query that was responded to as an FOI.

### 2.0 Complaints Analysis

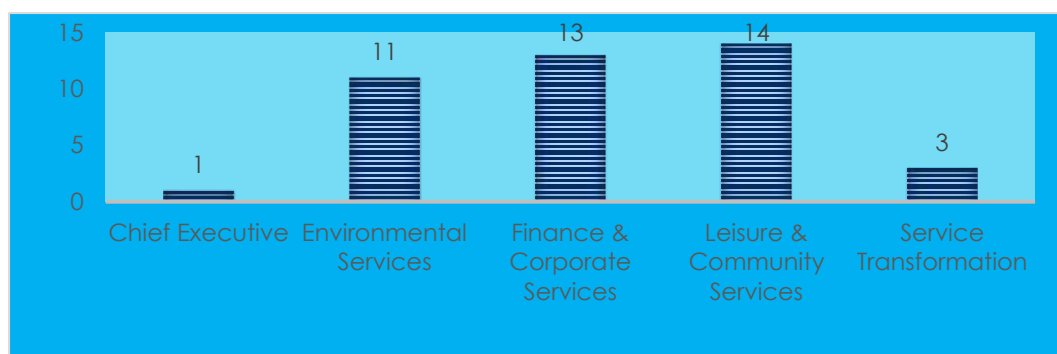
	Q2 2022/2023	Q3 2022/2023	Q4 2022/2023	Q1 2023/2024
Chief Executive	0	0	0	0
Environmental Services	105	104	120	162
Finance & Corporate Services	4	8	4	3
Leisure & Community Wellbeing	55	40	44	63
Service Transformation	15	14	13	5
<b>LCCC Complaints Total</b>	<b>179</b>	<b>166</b>	<b>181</b>	<b>233</b>
Non Council Complaints	43	23	47	48
<b>Total inclusive of Non Council</b>	<b>222</b>	<b>189</b>	<b>228</b>	<b>281</b>

There was an increase **(52)** on the number of complaints received during Q1. The table below provides some examples of the comments and complaints received during this period.

	Directorate	Unit/Area	Issue
<b>Comment</b>	Environmental Services	RCD Amenity Sites Waste Mgmt. Bryson House	Replacement bins, HRC Opening Hours Disposal Queries Follow up
<b>Comment</b>	Leisure & Community Services	Parks & Amenities PCSP Good Relations	Events, Wood collection, allotment query, facilities, flowers ASB Colby Park Flags
<b>Comment</b>	Service Transformation	Planning Regeneration	Query Incident at the Linen Centre
<b>Complaints</b>	Environmental Services	Refuse Collection  Bryson House  Administration  Amenity Sites Street Cleansing	Spillages, bins not collected, damaged bins, missing bins, collection times, assisted lifts, customer service Missed collections, property damage, bins damaged, deliveries, oil leak from vehicle, liners not delivered Website Information, bulky waste collections Access, opening times Litter bins, frequencies, sweeping

	Directorate	Unit/Area	Issue
		Environmental Health	Lisburn Cemetery Customer Service, dog warden
Complaints	Finance & Corporate Services	Centre Management Human Resources	Advertising Banner Employee conduct, Recruitment
Complaints	Leisure & Community Services	Parks & Amenities  LVLP DIIB Lough Moss Sports Development  Good Relations Community Centres Activity Centres	Grass/hedge cutting, maintained open spaces, football pitches, Derrigahy Glen, Moira Demesne Trampoline on Council land, Wallace Park toilets/accident/hazard, Hillsborough Forest weeds/picnic tables, Cemetery litter, waste bins, Bookings, out of date voucher Bookings Car Park, opening times, instructors Lisburn 10K/Fun Run/Half Marathon – organisation, t-shirts, start time Flags Moneyreagh – Graffiti, window blinds Glenmore – bookings, employee conduct
Complaints	Service Transformation	Assets Regeneration Tourism Planning	Litter bin installation Hillsborough City Deal Hillsborough Forest Planning Queries

### 3.0 Compliments



There were **42** compliments received during Q1. The following table shows a breakdown of compliments by service area:

Directorate	Unit / Area	Compliment
CE Office	Performance	Thanks after Public Consultation Event
Environmental Services	Operational Service Environmental Health	Council assistance/help, Customer Service
Finance & Corporate Services	Centre Management  Registration	Customer Service, thanks, positive feedback after events/election, Citizenship Ceremony/Freedom of Lisburn thanks and appreciation Customer Service, thanks

Leisure & Community Wellbeing	Parks & Amenities  Sports Development  Arts Centre	Thanks after events, Hillsborough Flowers, Comber Greenway benches and lights – thanks, Customer Service, Grounds maintenance, thanks received for plants provided by LCCC. Business Games, Fun Run/10K/Half Marathon organisation Thanks for invitation to Council event
Service Transformation	Econ. Development Planning	Thanks after event, Customer Service Customer Service

A few examples of the compliments received were as follows:

**Chief Executive**

*Good Evening Mr Burns,*

*I would like to take this opportunity to compliment your staff today at a recent Public Consultation Event held at Castlereagh Golf Club up in Gilnahirk. 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 must thank in particular Kerrie-Anne, James and Paul who were Excellent in their roles. They are clearly well appointed in their roles and should rightfully be appraised for their excellent work. My Mum sadly couldn't attend and they even listened to me when I said she needs soya milk due to an allergy and Kerrie-Anne actively listened to my phone call last week, so I know she kindly ensured this happened - even some 4\* Star Hotels in Northern Ireland I have stayed in somehow can't supply soya milk for my Mum - so really well done, the small touches do not go unnoticed. Your staff were exceptional.*

*Well Done to all the Team and thank you for this engagement opportunity. 24/04/23*



### ENVIRONMENTAL SERVICES

*I was about to email you! it got sorted this morning, the nice bin man sorted it. And also, can I just say a thanks to them all because they wave at our 1 year old every week. 06/04/23*

### ENVIRONMENTAL SERVICES

*CC received a telephone call from a lady who was taking her dog to the vets this morning at approximately 8.45am. She got out of her car at the front of Laganview in Old Warren. The dog got away from her and she was very distressed. There happened to be a Council employee emptying the waste bins and he was so helpful, going to fetch the dog and bringing it back to her. He also stayed with her and spoke to her and the dog until the situation calmed down. He was so kind to her and the dog. She is so grateful for the help of this man and wanted the Council to know. She did not get his name but hopes we can find out who it was. 05/04/23*

### FINANCE & CORPORATE SERVICES

*Many thanks to you and all the staff at Lagan Valley Island for another successful dancing display day. Everything ran smoothly and as always the staff were amazing. Please pass on my thanks to everyone involved. Looking to next year do you have a Saturday available around the same time to do it all again?  
23/05/23*

### FINANCE & CORPORATE SERVICES

*Afternoon or Evening David. I just wanted to say I'm genuinely impressed as I wake up this morning to see on FB that yourself and your team of staff and volunteers stayed up through the night to conclude a professionally presented set of results for our area. LCCC management gave a really good account of themselves in my opinion and in the absence of the normal BBC coverage the live FB streams were great throughout the day. Hope you now can catch up on sleep. Well done to all. 22/05/23*

### LEISURE & COMMUNITY SERVICES

*I've just come back from a walk on the Greenaway just off Quarry lane, Dundonald and that's the first I've seen the new lights. Can I say how wonderful they are A lot of investigation has obviously gone into this project with great concern for the environment on the Greenaway. Despite the main Old Dundonald Road being so close, there is an incredible amount of wildlife- badgers, foxes, birds of prey, incredible variety of birds, hedgehogs, bats- which I have had all in my own property! It is so important to protect them all, so thank you for your consideration while undertaking this project. 11/05/23*

### LEISURE & COMMUNITY SERVICES

*A big thank you from Harmony Hill Primary School for the invitation to the launch event of the Guess How Much I Love You Trail. It was a very enjoyable experience and one that I am sure our four pupils will remember. It was obvious that lots of thought and hard work had gone into making the event so successful. 29/06/23*

### SERVICE TRANSFORMATION

*He wanted me to know about the excellent customer service that was afforded him by Barbara. He appreciated that Barbara had went beyond what could be considered as reasonable expectations to facilitate him in an urgent CLUD approval. He acknowledged that on this occasion he had effectively jumped a queue but he appreciated that it demonstrated the ethos of being business focussed. 19/06/23*

## SERVICE TRANSFORMATION

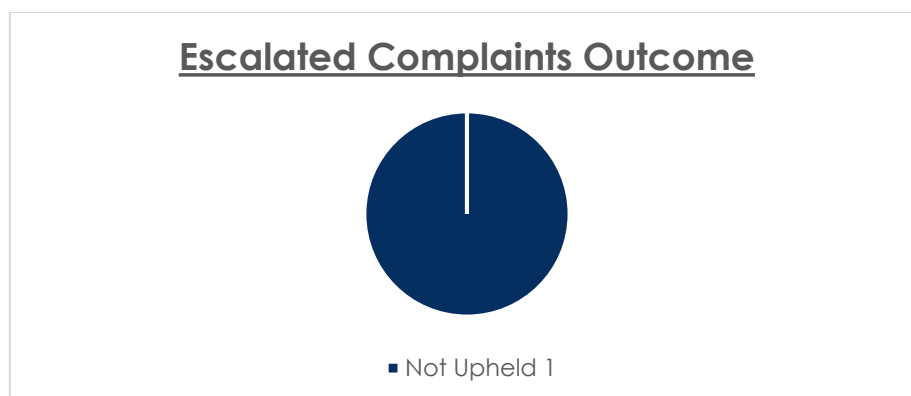
*I wanted to write a formal compliment for one of your staff member Eilish in her assistance with a project we undertook in Lisburn high street recently. I am the director of LAM architects we undertook a refurbishment of an existing shop at 41-43 Market square Lisburn for Cancer focus Northern Ireland. The client are in the middle of a brand launch and this shop represented this new clear brand identity and focus on their USP which is free counselling services for local people. Eilish was pivotal in the success of the opening. Eilish liaised directly with us and the client to arrange for the Mayor to be in attendance and assisted with a singer to be there on the day. Nothing was too much effort, her communication was excellent from start to finish, she was always on hand always quick to respond and offer suggestions. I feel strongly that I would like to extend a thanks from ourselves and the client for all her hard work. 26/06/23*

### 4.0 REPORTALL APP

There were **71** calls reported to Customer Care 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 **0** complaints escalated to Stage 2 – Director Level in Q1. One Stage 2 Complaint was closed, not upheld in Q1.



There has been 1 complaint escalated to Stage 3, NIPSO in Q1.

Reference	Date Escalated	Directorate	Complaint
CC Ref. 054015 (CC01)	3 <sup>rd</sup> May 2023	Leisure & Community Services	Incident at Castle Gardens

There are currently 3 complaints responded to at Stage 3 that remain open with NIPSO. Council is awaiting a decision.

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. 054015 (CC01)	3 <sup>rd</sup> May 2023	Leisure & Community Services	Incident at Castle Gardens	Awaiting Decision

## **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 Q1 there were **45** surveys sent out with a return of **10**.

DEPARTMENT	EXCELLENT	GOOD	ACCEPTABLE	POOR	TOTAL
CHIEF EXECUTIVE	0	0	0	0	0
ENVIRONMENTAL SERVICES	3	2	1	1	7
LEISURE & COMMUNITY	1	1	0	0	2
SERVICE TRANSFORMATION	0	1	0	0	1
<b>TOTAL (As a %)</b>	<b>4 (40%)</b>	<b>4 (40%)</b>	<b>1 (10%)</b>	<b>1 (10%)</b>	<b>10</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, **90%** 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:



**"I would rate it as excellent. I actually had been meaning to email to say thank you. When I emailed about litter the area was cleaned within the week. I really appreciate how quickly it was dealt with. Thanks again"**  
**16/06/23**



**"I reported fly tipping via the Reportall app and received an email from LCC a few days later saying my report was being investigated. The fly tipping was subsequently removed within a couple of days which was excellent. Thanks"** 30/06/23



**"The response from LCCC to my correspondence was excellent"** 30/06/23

<b>Committee:</b>	Governance & Audit Committee
<b>Date:</b>	14th September 2023
<b>Report from:</b>	Performance Improvement Officer

<b>Item for:</b>	Noting
<b>Subject:</b>	Performance Improvement Objectives, Case Studies & Associated KPIs – 1 <sup>st</sup> Quarter Review

<b>1.0</b>	<b><u>Background and Key Issues:</u></b>	
1.1	Council must produce an annual Performance Improvement Plan (PIP) in order to meet the requirements of the Local Government Act (NI) 2014.	
1.2	This PIP details the Council's Performance Improvement Objectives for the year and how Council will deliver upon these objectives.	
1.3	It is Council's responsibility to be accountable and transparent to the ratepayer.	
1.4	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.	
1.5	Attached under <b>Appendix I</b> , is a quarterly monitoring document on all the projects that will demonstrate improvement against the 2023/24 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 1. This report covers the period April - June 2023 inclusive.	
1.6	Attached under <b>Appendix II</b> is a report from the 'Performance Management System' which details the Performance Improvement Key Performance Indicators (KPIs) results for the period April - June 2023 inclusive. There are 16 Performance Indicators for the 2023/24 financial year.	
1.7	1 KPI was achieved at the end of Q1, the remaining 15 KPIs are on track to be achieved by the end of the financial year.	
1.8	These reports are presented for consideration and scrutiny as appropriate.	
<b>2.0</b>	<b><u>Recommendation</u></b>	
	It is recommended that Members approve the attached draft Performance Improvement Report for 2022/23.	
<b>3.0</b>	<b><u>Finance and Resource Implications</u></b>	
<b>4.0</b>	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No

4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	N/A

<b>Appendices:</b>	Appendix I - a quarterly monitoring document including case studies of improvement for the period April - June 2023 inclusive Appendix II details the KPI results for the period April - June 2023 inclusive
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# Performance Improvement Objectives 2023/24

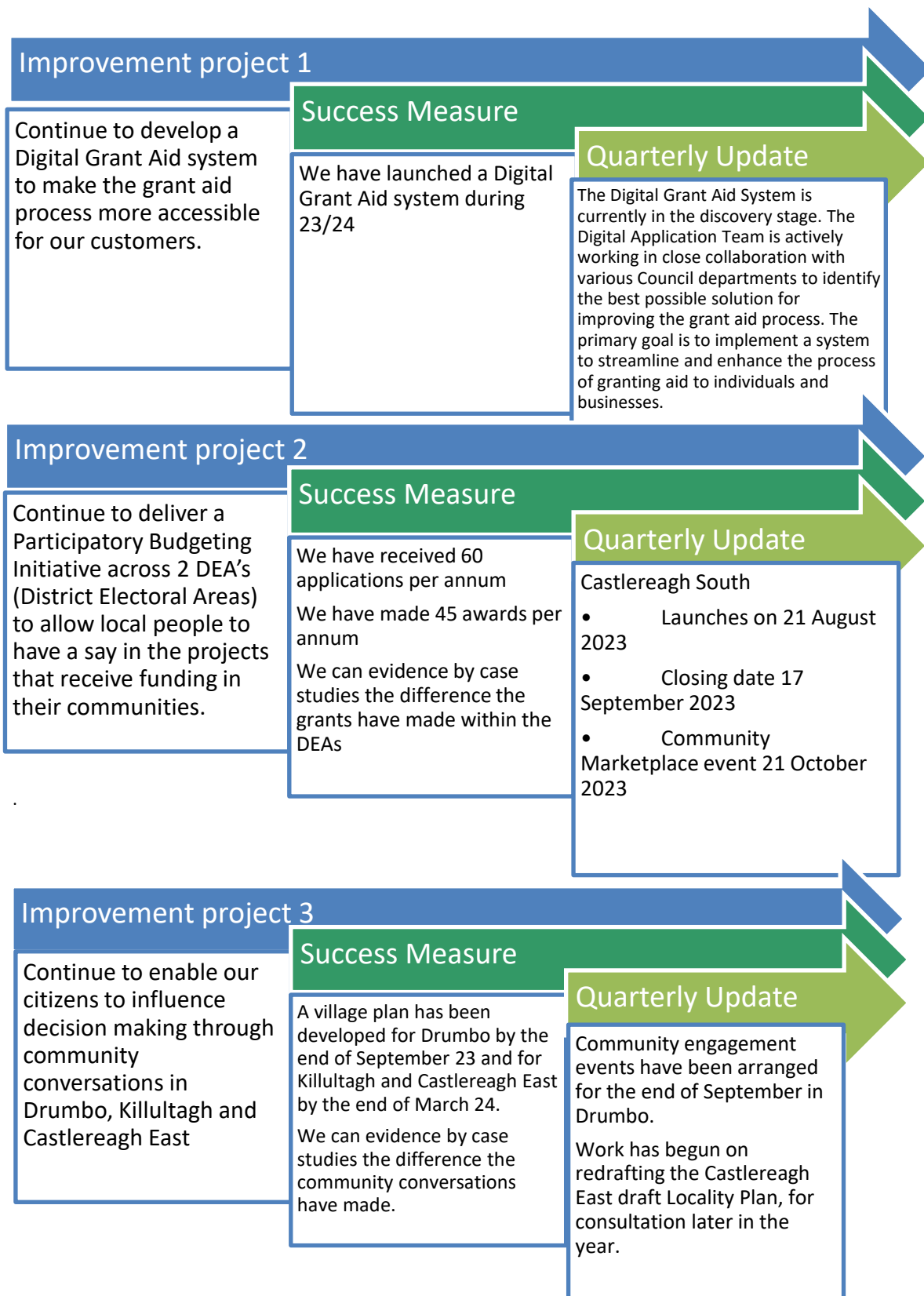
## Quarter 1, 2023/24

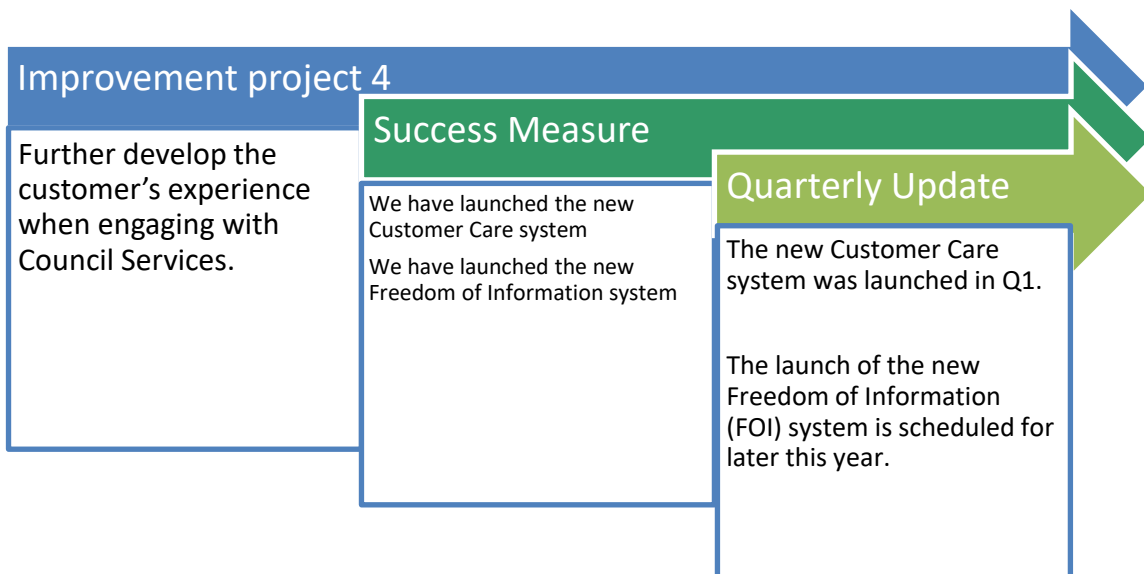




### Performance Improvement Objective (1)

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





### Objective 1 2023/24

**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 Q1 outcomes	Feedback and Testimonials
Progress of the Digital Grant Aid system during 23/24	The Digital Grant Aid System is currently in the discovery stage, once this has been implemented later in the year feedback from users will be provided.

Performance Improvement Project 2 Q1 outcomes	Feedback and Testimonials
Dates have been confirmed for the Participatory Budgeting Initiatives in each of the following 2 DEA's: Castlereagh South and Castlereagh East	<p>The participatory budgeting initiative Grand Choice is due to be launched in the Castlereagh South DEA on 21<sup>st</sup> August 2023. The community marketplace event will be held on Saturday 21<sup>st</sup> October 2023 between 11am and 3pm in St Joseph's Parish Centre, Knockbracken Drive, Carryduff.</p> <p>The Castlereagh East tranche will launch on 6<sup>th</sup> November 2023 and close for applications on 10<sup>th</sup> December. The community marketplace event will be held on 20<sup>th</sup> January 2024 in the Castlereagh East DEA – venue to be confirmed.</p>

Performance Improvement Project 3 Q1 outcomes	Feedback and Testimonials
<p>The Village Plan for Drumbo</p> <p>The Community Conversation for Castlereagh East is currently being organised to take place in Q4.</p>	<p>Community engagement events will be held in Drumbo on 20 and 27 September, with an officer planning day on 21 September.</p> <p><i>Case studies of the impact of this will be captured and reported upon later in the year.</i></p>

Performance Improvement Project 4 Q1 outcomes	Feedback and Testimonials
<p>Progress of launch of Customer care system and FOI system</p>	<p>The successful launch and implementation of the Customer Care System has greatly improved the Council's ability to streamline service case management, enhance communication, and resolve issues more effectively. The system's accessibility and automated communication processes have led to improved service delivery and faster response times, ultimately boosting overall customer experience. This project serves as a clear demonstration of the council's dedication to delivering efficient and responsive services to its residents.</p> <p>The launch of the new Freedom of Information (FOI) system is scheduled for later this year.</p>

### Performance Improvement Objective (2)

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

#### Improvement project 1

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.

#### Success Measure

We have provided 55 CSAW programmes with 1250 participants by the end of March 24.  
 We have provided 20 Woodland programmes and 20 Horticulture programmes with 1500 participants by the end of March 24.  
 We have provided 33 Biodiversity projects with 1420 participants by the end of March 24.

#### Quarterly Update

##### Summary C-Saw Project April - June 2023

Total C-SAW programmes 16  
 Total participants 301

##### Summary Woodland & Horticulture Programmes April - June 2023

Woodland Programmes 2  
 Horticulture Programmes 1  
 Total participants 101

##### Summary Biodiversity Projects April - June 2023

Total Biodiversity projects 6  
 Total participants 223

#### Improvement project 2

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.

#### Success Measure

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

#### Quarterly Update

8 Employability Initiatives have been fully recruited and underway during Q1, with 17 participants within our council area having completed their training/accreditation to date, giving them the opportunity to pursue new employment outcomes.

**Objective 2 2023/24**

**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 Q1 outcomes**      **Feedback and Testimonials**

We have provided 16 CSAW programmes with 301 participants

**South Eastern Regional College Horticulture Programme**

During April we delivered a second 8 week Horticulture programme for SERC at our Bells Lane Allotments. This is the second class from SERC to benefit from our horticulture programme the first class had a programme with us in the last quarter. The classes who attended are young adults with additional needs and the idea of their course with SERC is to obtain job skills to help them gain employment in the future.



Their course tutor said programmes like what we put on are invaluable as the students are able to gain horticulture knowledge and learn new practical skills. Pictured above is the students making bird feeders, they also done various other different activities over the 8 week programme including seed sowing, bed prep, potting up and bird box making. Comments from the group included “Programme has made me more confident” and “I have a new appreciation for working with plants”.



**Live Life Wellbeing Centre Horticulture Programme**

Over April and May we put on an 8 week horticulture programme for Live Life Wellbeing Centre. Live Life Wellbeing Centre is for individuals with disabilities aged 18 – 35 years old. They had their own allotment at the Bluebell stadium in Ballymacash. Their facility was fantastic that included a poly tunnel.

The group’s main aim was to learn about soil quality and why that’s



important when it comes to growing fruit & veg as well as what fruit & veg can be planted together or needs to be separate. The main things covered for this programme was bed prep, seed sowing and planting. Comments from the group included “I really enjoyed working with Jamie and Claire” and “Good fun”. The group were lovely and provided myself and Claire with a gift bag that included a knitted hat, marmalade and jam that had all been made by the group.

### **Nutrition Workshop**

On the 28<sup>th</sup> April we held a Nutrition Workshop aimed at anyone over 60 years of age. This workshop was open for anyone to attend. Registered nutritional therapist Claire Clerkin ran this workshop for us. The feedback for this workshop was really good with comments like “Very grateful this excellent workshop was provided for free. Government funding etc should always provide opportunities for people to learn how to understand functional medicine, healthy options, in order to prevent illness. Knowledge is power.”, “Presentation excellent, very informative”, “So much good information given. Speaker was excellent”, “These sessions are excellent and provide great support for the community” and “Very good workshop. Informative with great delivery”.



### **Lisburn YMCA Self Defence Programme**

Over April and May we ran a 6 week Self Defence programme for Lisburn YMCA at Lagan Valley Leisureplex. The group had done this programme with us previously and it was a favourite for their members. It was great to be able to run this programme again for the group. It was enjoyed by all and they're hoping to be able to take part in the programme next year again. Comments from the group included “Bertie the instructor was great fun” and “Great exercise”.



**Glencare Friendship Group Horticulture Programme** We ran an 8 week horticulture programme for Glencare Friendship Group over May and June. This is a group in Glenavy that is for women aged 60 years and over. They welcomed us to St Clares Community Hall in Glenavy to run the programme for them. They had fantastic facilities at the community hall

for us to run the programme which included a garden to the side of the hall that had a number of raised beds to work at. They completed various activities during the programme including pot painting (pictured), window box making, pest control & seed sowing.

### **Knockbracken Day Centre Chair Based Exercise**

We put on a 6 week chair based exercise programme for Knockbracken Day Centre over the months of May/June. Knockbracken Day Centre is for individuals who suffer from Dementia. The group really enjoyed this programme and everyone had a constant smile on their face. They enjoyed listening to the music while being active.



### **Downshire Primary School**

Last year we ran school horticulture programme which was a DEA project. The programme involved us going out to various schools and putting on 2 horticulture sessions for each school. The programme was really successful and led to a lot of schools asking if they could take part in an 8 week horticulture programme with us. Downshire Primary School was the first school to receive an 8 week programme. Over May and June we ran 3 sessions for their P5 class and another 5 for their Eco team. This included various different activities including fruit tree planting, making of wildflower bombs, wild bird workshop, bug hunt and pollinator pots. Comments from the group included "lots of fun" and "enjoyed being outdoors".




### **Men's Health Event**



Men's Health week was 12th June – 18th June. Men's Health Week raises awareness of the health issues that affect men disproportionately. CSAW put on a Men's Health event in partnership with Sports Development on Thursday 15th June. The event put on was aimed at men aged 55 years and older. The event included various physical activities including Boxercise, Handball and Basketball. We also had chest,








	<p>heart and stroke attend who done a Physical Activity &amp; Wellbeing Presentation as well as Blood Pressure and Atrial Fibrillation checks to all those taking part. All those who attended was provided with a free lunch of either soup or stew with wheaten bread. Comments from the group included “programmes like this is great as it’s essential to get out and meet new people”, “motivation to get out and mix”, “I have met many new friends”, “Group exercise helps me push myself more” and “great programme well organised”.</p>  <p><b>Other Programmes:</b></p> <ul style="list-style-type: none"> <li>- Walking Group at Hillsborough Forest Park</li> <li>- Pilates at Lough Moss</li> <li>- Ten Pin Bowling Group at DIIB</li> <li>- Baby Massage and Movers Classes at Lough Moss Leisure Centre.</li> </ul>
<p>We have provided 2 Woodland programmes and 1 Horticulture programme with 101 participants</p>	<p><b>Woodland programmes</b> - One local company chose to have a volunteer day with LCCC at Derriaghy Glen. The local company was Amey Consulting who took part in planting day at our local park in Derriaghy. The team planted nearly 1,000 whips with 21 members of staff taking part in the volunteer day. The company really enjoyed the experience and used it as a team building exercise and plan to continue working with Lisburn and Castlereagh City Council in the future. 03/04/2023 (21 participants).</p> <p>One volunteer session from our volunteer network, in which there was removal of tree guards within our site at Billy Neill Country Park was attended by 6 volunteers. Each person spent a few hours removing tree guards that the trees had out grown. 31/05/2023 (6 participants).</p> <p><b><i>The total number of Woodland Prog participants is 27</i></b></p> <p><b>Horticultural programmes</b> - A clean up of Wallace High School grounds, with the idea to use them horticulturally going forward, 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 17/05/2023 (<b>74 participants</b>).</p>
<p>We have provided 6 Biodiversity projects with 223 participants</p>	<p>Please refer to pages 12-14 of this document to review</p>

Performance Improvement Project 2	Feedback and Testimonials
<p>Q1 outcomes</p> <p>Have supported 17 people within our Council area to achieve relevant qualifications that will enable them to gain employment.</p>	<p>8 Employability Initiatives were fully recruited and delivered during Q1, with 17 participants within our council area having completed their training/accreditation to date, giving them the opportunity to pursue new employment outcomes.</p> <p>Case studies will be captured later in the year.</p>

Biodiversity Events	Date	Venue	Visitor Numbers	Brief Description
<p>1. Planting pollinator friendly plants</p>	<p>18<sup>th</sup> April 2023</p>	<p>Old Warren Primary School</p>	<p>P7 class approx. 30 children participated in this activity</p>	<p>Old Warren Primary School invited the Biodiversity Officer to help the children plant some pollinator friendly plants they had purchased.</p> 
<p>2. Mayors Family Fun day</p>	<p>22<sup>nd</sup> April 2023</p>	<p>Wallace Park</p>	<p>Approx 100 participated in this activity</p>	<p>Families enjoyed making bird feeders that they could take home and put up in their gardens for the birds to enjoy.</p>
<p>3. Lisburn Wildlife Watch</p>	<p>17<sup>th</sup> May 2023</p>	<p>Maghaberry Community Centre</p>	<p>Approx 15 children participated in this activity</p>	<p>A request was received from Lisburn Wildlife Watch for the children to sow wildflowers at Maghaberry Community Centre in areas that the Grounds Maintenance staff would normally complete. The Biodiversity Officer gave a short talk on pollinators and the need for wildflowers.</p> 

<p>4. Wallace Park High School</p>	<p>18<sup>th</sup> May 2023</p>	<p>Wallace Park</p>	<p>27 students participated in this activity</p>	<p>Wallace High School contacted the Biodiversity Officer to enquire how the students could get involved in environmental projects in their local park. The Grounds maintenance team prepared two areas within Wallace Park for the students to sow the wildflower seed and the Biodiversity Officer gave a short talk on pollinators.</p> 
<p>5. Cairnshill Primary School</p>	<p>19<sup>th</sup> May 2023</p>	<p>Cairnshill Playing Fields</p>	<p>3 classes with a total of 80 children participated in this activity</p>	<p>As part of ongoing support and actions for the pollinator plan and biodiversity enhancements within Cairnshill Playing fields. The Biodiversity Officer invited children from Cairnshill Primary School to participate in sowing wildflowers.</p> 

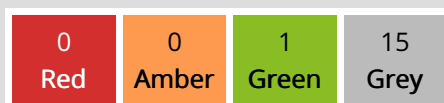
<p>6. Planting pollinator friendly plants</p>	<p>21<sup>st</sup> June 2023</p>	<p>St Colmans Primary School</p>	<p>11 Children participated in this activity</p>	<p>The Biodiversity Officer was invited to help plant some pollinator friendly plants within the school grounds.</p>	
<p><b>April –June 2023</b>                  Total Biodiversity projects - 6                  Total Biodiversity participants - 223</p>					

# Performance Summary

All

(Type = 'Performance Improvement')

Thursday 27th of July 2023



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

Economic Development	1 Grey
Parks & Amenities	7 Grey
Arts, Culture and Community Services	6 Grey
IT & Commercialisation	1 Green
	1 Grey

IT & COMMERCIALISATION			DUE 1ST APR 24
225 : Digital systems New systems provided to develop customer experience Launch of the new Customer Care System	TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
Notes: The new Customer Care system was launched in Q1 of 2023/24			

IT & COMMERCIALISATION			DUE 1ST APR 24
225 : Digital systems New systems provided to develop customer experience Launch of the new FOI system	TARGET Yes	ACTUAL No	STATUS <b>Grey</b>
Notes:			

ECONOMIC DEVELOPMENT			DUE 1ST APR 24
226 : Labour Market Partnership programme Participants Number of participants in the Labour Market Partnership programme	TARGET 80	ACTUAL	STATUS <b>Grey</b>
Notes: 17 participants on 8 employability initiatives in Q1			

PARKS & AMENITIES			DUE 1ST APR 24
187 : Biodiversity Projects Number of biodiversity projects delivered during 2023/24 Number of biodiversity projects delivered during 2023/24	TARGET 33	ACTUAL	STATUS <b>Grey</b>
Notes: 6 projects delivered in Q1			

PARKS & AMENITIES			DUE 1ST APR 24
187 : Biodiversity Projects Number of biodiversity projects delivered during 2023/24 Number of participants in the biodiversity projects	TARGET 1420	ACTUAL	STATUS <b>Grey</b>
Notes: 223 participants in Q1			

PARKS & AMENITIES			DUE 1ST APR 24
189 : CSAW programmes CSAW programme KPIs Number of CSAW programmes delivered during 2023/24	TARGET 55	ACTUAL	STATUS <b>Grey</b>
Notes: 16 programmes in Q1			

PARKS & AMENITIES			DUE 1ST APR 24
189 : CSAW programmes CSAW programme KPIs Number of CSAW programme participants during 2023/24	TARGET 1250	ACTUAL	STATUS <b>Grey</b>
Notes: 301 participants in Q1			

PARKS & AMENITIES			DUE 1ST APR 24
213 : Sustainability Projects Woodland & Horticulture programmes <b>Number of woodland programmes</b>	TARGET 20	ACTUAL	STATUS <b>Grey</b>
<b>Notes:</b> 2 programmes in Q1			

PARKS & AMENITIES			DUE 1ST APR 24
213 : Sustainability Projects Woodland & Horticulture programmes <b>Number of horticulture programmes</b>	TARGET 20	ACTUAL	STATUS <b>Grey</b>
<b>Notes:</b> 1 programme in Q1			

PARKS & AMENITIES			DUE 1ST APR 24
213 : Sustainability Projects Woodland & Horticulture programmes <b>Number of participants</b>	TARGET 1500	ACTUAL	STATUS <b>Grey</b>
<b>Notes:</b> 101 participants in Q1			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 24
190 : Participatory Budgeting Participatory Budgeting initiative across 2 DEAs during 2023/24 <b>Number of applications received</b>	TARGET 60	ACTUAL	STATUS <b>Grey</b>
<b>Notes:</b> PB initiatives are scheduled to take place in October 23 and January 24. Updates on the number of applications received and the number of awards made will be provided at the end of the financial year.			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 24
190 : Participatory Budgeting Participatory Budgeting initiative across 2 DEAs during 2023/24 <b>Number of awards made</b>	TARGET 45	ACTUAL	STATUS <b>Grey</b>
<b>Notes:</b> PB initiatives are scheduled to take place in October 23 and January 24. Updates on the number of applications received and the number of awards made will be provided at the end of the financial year.			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 24
218 : Grant Aid Digital Grant Aid System <b>A digital grant aid system has been developed</b>	TARGET Yes	ACTUAL No	STATUS <b>Grey</b>
<b>Notes:</b> The Digital Grant Aid System is currently in the discovery stage. The Digital Application Team is actively working in close collaboration with various Council departments to identify the best possible solution for improving the grant aid process. The primary goal is to implement a system to streamline and enhance the process of granting aid to individuals and businesses.			



ARTS, CULTURE AND COMMUNITY SERVICES			DUE 30TH SEP 23
219 : Community Conversations In Drumbo, Killultagh & Castlereaigh EastVillage plan developed for Drumbo by end of September 23	TARGET Yes	ACTUAL No	STATUS Grey
Notes: This is due to be completed at the end of Q2			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 24
219 : Community Conversations In Drumbo, Killultagh & Castlereaigh EastVillage plan developed for Killultagh	TARGET Yes	ACTUAL No	STATUS Grey
Notes: This is due for completion by the end of Q4			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST APR 24
219 : Community Conversations In Drumbo, Killultagh & Castlereaigh EastVillage plan developed for Castlereaigh East	TARGET Yes	ACTUAL No	STATUS Grey
Notes: This is due for completion by end of Q4			

<b>Committee:</b>	Governance & Audit Committee
<b>Date:</b>	14th September 2023
<b>Report from:</b>	Performance Improvement Officer

<b>Item for:</b>	Noting
<b>Subject:</b>	Service KPIs – Q1 2023/24 All Directorates

<b>1.0</b>	<b><u>Background and Key Issues:</u></b>
1.1	It is the Council's responsibility to be accountable and transparent to the ratepayer.
1.2	As part of the Council's performance management responsibilities, key performance indicators (KPIs) are reported on a quarterly basis to committee.
1.3	Each directorate is responsible for their service KPIs.
1.4	As part of the Council's governance responsibilities this committee will receive quarterly KPI reports for all directorates.
1.5	The purpose of this report is to present this committee with the Q1 KPIs for the period April - June 2023 inclusive.
1.6	Attached under <b>Appendix I</b> is a report detailing the Q1 2023/24 KPIs for the Environmental Services Directorate. There are 10 Key Performance Indicators; 1 KPI was not on target and the remaining 9 are not due to be measured until later in the financial year. Narratives have been included beside each KPI explaining reasons for these results.
1.7	Members should note KPI 214 and KPI 215. At the last committee meeting Members raised the issue of these KPIs always being 'red' due to longevity of the target. The KPI has been reworded and incremental targets have been introduced over the coming years, as explained in the following points:
1.8	KPI 214 - we achieved 52% recycling in 2021/22 according to the validated figures for that year. In the absence of validated figures for 22/23 we are therefore suggesting a target of 53% recycling for 23/24. Considering the incremental approach we will therefore aim to achieve 54% in 24/25 and 55% in the target year of 25/26.
1.9	KPI 215 - we achieved 38.2% landfill in 2021/22 according to the validated figures for that year. In the absence of validated figures for 22/23 we are therefore suggesting a target of 36% landfill for 23/24. We aim over the next 12 years to reach the target of 10%. Considering the incremental approach we will set a target 2.35% less each year, therefore aim to achieve 33.5% in 24/25 and 31% in 25/26, and so on.
1.10	Attached under <b>Appendix II</b> is a report detailing the Q1 2023/24 KPIs for the Finance & Corporate Services Directorate. There are 3 Key Performance Indicators; 2 KPIs were not on target and 1 is not due to be measured until later in the financial year. Narratives have been included beside each KPI explaining reasons for these results.
1.11	Attached under <b>Appendix III</b> is a report detailing the Q1 2023/24 KPIs for the Organisational Design & Innovation Directorate. There are 12 Key Performance Indicators; 8 KPIs were on target at the end of Q1, 1 KPI did not meet the target and the remaining 3 will be measured

	later in the financial year. Narratives have been included beside each KPI explaining reasons for these results.	
1.12	Attached under <b>Appendix IV</b> is a report detailing the Q1 2023/24 KPIs for the Leisure & Community Wellbeing Directorate. There are 20 Key Performance Indicators; 6 KPIs were on target at the end of Q1 and the remaining 14 will be measured later in the financial year. Narratives have been included beside each KPI explaining reasons for these results.	
1.13	Attached under <b>Appendix V</b> is a report detailing the Q1 2023/24 KPIs for the Regeneration & Growth Directorate. There are 12 Key Performance Indicators; 1 KPI was on target at the end of Q1, 3 KPIs did not meet the target, 1 KPI could not be populated due to no available information and the remaining 7 will be measured later in the financial year. Narratives have been included beside each KPI explaining reasons for these results.	
1.14	These reports are presented for consideration and scrutiny as appropriate.	
<b>2.0</b>	<b><u>Recommendation</u></b>	
	It is recommended that Members note the appended report.	
<b>3.0</b>	<b><u>Finance and Resource Implications</u></b>	
	N/A	
<b>4.0</b>	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out.	N/A

<b>Appendices:</b>	<p>Appendix I details the Q1 2023/24 KPIs for the Environmental Services Directorate.</p> <p>Appendix II details the Q1 2023/24 KPIs for the Finance &amp; Corporate Services Directorate.</p> <p>Appendix III details the Q1 2023/24 KPIs for the Organisational Design &amp; Innovation Directorate.</p> <p>Appendix IV details the Q1 2023/24 KPIs for the Leisure &amp; Community Wellbeing Directorate.</p> <p>Appendix V details the Q1 2023/24 KPIs for the Service Transformation Directorate.</p>
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# Performance Summary

## Environmental Services

(Type = 'Service')

Wednesday 26th of July 2023



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

Environmental Health, Risk & Emergency Planning	1 (R)	4 Grey
Operational Services		5 Grey

ENVIRONMENTAL HEALTH, RISK & EMERGENCY PLANNING			DUE 1ST JUL 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 90%	ACTUAL 78.1%	STATUS <b>Red</b>
<p><b>Notes:</b> Total number of Planning Consultations received by EHSU = 160. Total responded to within 15 working days = 125 = 78.1%. Responses could not be provided to all consultations within the required timescales with the current resource available. EHO undertaking additional duties, so unable to meet target. Currently building capacity within the section.</p>			

ENVIRONMENTAL HEALTH, RISK & EMERGENCY PLANNING			DUE 1ST APR 24
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	STATUS <b>Grey</b>
<p><b>Notes:</b> Q1 - Review of the Corporate Health and Safety function is ongoing.</p>			

ENVIRONMENTAL HEALTH, RISK & EMERGENCY PLANNING			DUE 1ST APR 24
102 : Health & Safety Inspections review Adoption of recommendations of the review to improve the Corporate H&S function	TARGET Yes	ACTUAL No	STATUS <b>Grey</b>
<p><b>Notes:</b> Q1 - To be implemented as required following review of the Corporate Health and Safety function.</p>			

ENVIRONMENTAL HEALTH, RISK & EMERGENCY PLANNING			DUE 1ST APR 24
205 : Cemeteries - Implementation of the Cemetery Strategy Works completed for Blaris Phase 1 cemetery extension (approximately 140 burial plots)	TARGET Yes	ACTUAL No	STATUS <b>Grey</b>
<p><b>Notes:</b> Q1 - 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.</p>			

ENVIRONMENTAL HEALTH, RISK & EMERGENCY PLANNING			DUE 1ST APR 24
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 <b>Grey</b>
<p><b>Notes:</b> Q1 - 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 Autumn 2023.</p>			

OPERATIONAL SERVICES			DUE 1ST APR 24
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	STATUS <b>Grey</b>
<p><b>Notes:</b></p>			

OPERATIONAL SERVICES		DUE 1ST APR 24		
214 : Waste Collection LCCC collected municipal waste contribution to municipal waste recycling target <b>55% recycling by 2025 (incremental targets set over next 3 years)</b>	TARGET 53%	ACTUAL	STATUS <b>Grey</b>	
Notes:				

OPERATIONAL SERVICES		DUE 1ST APR 24		
215 : Waste Landfill Rate LCCC collected municipal waste contribution to municipal waste landfill target <b>Reduced to 10% or less of the total amount of municipal waste generated by 2035 (incremental targets set over next 12 years)</b>	TARGET 36%	ACTUAL	STATUS <b>Grey</b>	
Notes:				

OPERATIONAL SERVICES		DUE 1ST OCT 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 No	STATUS <b>Grey</b>	
Notes:				

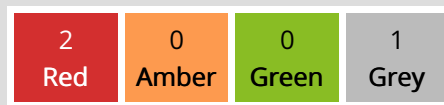
OPERATIONAL SERVICES		DUE 1ST APR 24		
58 : Landfill The amount (Tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled <b>Tonnage of biodegradable waste landfilled.</b>	TARGET 16,444	ACTUAL	STATUS <b>Grey</b>	
Notes:				

# Performance Summary

## Finance & Corporate Services

(Type = 'Service')

Tuesday 5th of September 2023



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

Facilities Management	1 Grey
Finance	2 Red

FACILITIES MANAGEMENT			DUE 1ST APR 24
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</b>	TARGET 85%	ACTUAL	STATUS <b>Grey</b>
<b>Notes:</b> Facilities had a satisfaction rate of 95% in Q1			

FINANCE			DUE 1ST JUL 23
16 : Finance Prompt Payment Indicators <b>Percentage supplier invoices paid within 30 Days</b>	TARGET 100%	ACTUAL 90.92%	STATUS <b>Red</b>
<b>Notes:</b> This target will remain 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 NI Councils for quarter 1 is 91%			

FINANCE			DUE 1ST JUL 23
16 : Finance Prompt Payment Indicators <b>Percentage supplier invoices paid within 10 days</b>	TARGET 90%	ACTUAL 80.33%	STATUS <b>Red</b>
<b>Notes:</b> 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 2023/24 financial year. The average across all 11 NI Councils for quarter 1 is 71%.			

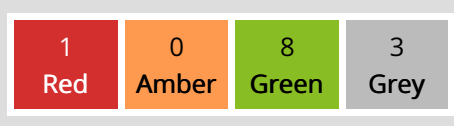
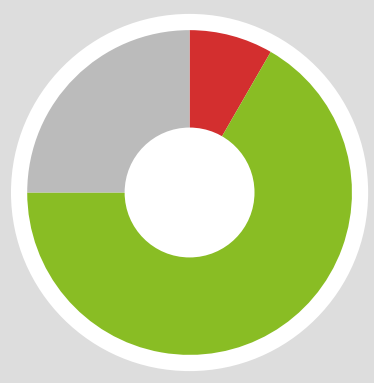


# Performance Summary

## Organisational Development & Innovation

(Type = 'Service')

Tuesday 25th of July 2023



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

Department	Red	Amber	Green	Grey
Organisational Development & Innovation	1	0	1	0
HR&OD	0	0	6	0
IT & Commercialisation	0	0	1 (G)	3

HR&OD			DUE 1ST JUL 23
14 : Employee Training Number of hours of off the job training per employee <b>Number of Hours</b>	TARGET 3	ACTUAL 3.27	STATUS <b>Green</b>
<p><b>Notes:</b> Uptake of the Spring/Summer Line Manager Programme has been good. There has also been a significant amount of technical training completed this quarter. We expect an increase in technical training in Q2, however there is no Line Manager programme over July/August.</p>			

HR&OD			DUE 1ST JUL 23
15 : Elected Member Training Total number of hours of training per elected member <b>Number of Hours</b>	TARGET 2	ACTUAL 2.4	STATUS <b>Green</b>
<p><b>Notes:</b> Elected Members were given an induction plan to include all the recommended training, however uptake was limited with around 25-30% attendance at most events.</p>			

HR&OD			DUE 1ST JUL 23
221 : Apprentices Number of apprentices <b>Number of apprentices recruited and in post</b>	TARGET 6	ACTUAL 6	STATUS <b>Green</b>
<p><b>Notes:</b> At the end of Q1 we had 6 Apprentices in post. There are interviews currently taking place for 13 new Apprentices, a further update will be provided in Q2.</p>			

HR&OD			DUE 1ST JUL 23
222 : HR System Implementation of HR system <b>Implementation of ESS System</b>	TARGET No	ACTUAL No	STATUS <b>Green</b>
<p><b>Notes:</b></p>			

HR&OD			DUE 1ST JUL 23
222 : HR System Implementation of HR system <b>Full Implementation of HR System</b>	TARGET No	ACTUAL No	STATUS <b>Green</b>
<p><b>Notes:</b></p>			

HR&OD			DUE 1ST OCT 2023
209 : Health & Wellbeing Health & Wellbeing Initiatives <b>The number and type of Health &amp; Wellbeing Initiatives delivered during 2023/24</b>	TARGET 6	ACTUAL 11	STATUS <b>Green</b>
<p><b>Notes:</b> In the first quarter (April – June 2023) we had 11 Health &amp; Wellbeing initiatives; • April wellbeing focus was on Mental Health - Managing Stress to coincide with National Stress Awareness Month • May wellbeing focus was on Physical Activity to coincide with National Walking Month • Mental Health Awareness Week: Putting the spotlight on Anxiety webinar • Parents Emotional Health workshop • Preventing Skin Cancer • Active Travel Challenge • Promoting Health Lifestyles workshop • Men’s Health Week • Nutrition in the workplace: best brain foods webinar • Caring for our Carers • Summer Strive programme for Employees &amp; Members in conjunction with Parks &amp; Amenities</p>			

IT & COMMERCIALISATION			DUE 1ST APR 24
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	STATUS Grey
Notes: 4 new business solutions during Q1: 1 CMT 23/24, 2 Contracts Register, 3 YouGov Notify Questionnaire Dashboard, 4 IT Members' Tracker			

IT & COMMERCIALISATION			DUE 1ST APR 24
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	STATUS Grey
Notes: 6 (see attached)			

IT & COMMERCIALISATION			DUE 1ST APR 24
183 : Full Fibre NI Council Sites connected to FFTP via FFNI Number of Council Sites connected to FFTP via FFNI	TARGET 36	ACTUAL	STATUS Grey
Notes: 1 in Q1 - Dromara Community Centre			

IT & COMMERCIALISATION			DUE 1ST JUL 23
195 : Telephony Performance Telephony availability (%)	TARGET 99%	ACTUAL 100%	STATUS Green
Notes:			

ORGANISATIONAL DEVELOPMENT & INNOVATION			DUE 1ST JUL 23
211 : Organisational Absence LCCC Organisation - The average number of working days lost due to absences reduced Actual absence	TARGET 4.5	ACTUAL 4.20	STATUS Green
Notes:			

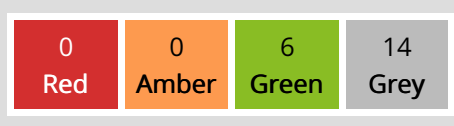
ORGANISATIONAL DEVELOPMENT & INNOVATION			DUE 1ST JUL 23
211 : Organisational Absence LCCC Organisation - The average number of working days lost due to absences reduced Rolling Year Absence	TARGET 14	ACTUAL 17.07	STATUS Red
Notes: The main reasons for absence are: Stress/Depression/Mental Health, Other Musculo-Skeletal Problems, Stomach/Liver/Kidney/Digestive, Heart/Blood Pressure/Circulation.			

# Performance Summary

## Community Health & Wellbeing

(Type = 'Service')

Thursday 27th of July 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	11 Grey	
Sports Services	2 Green	3 Grey
Arts, Culture and Community Services	4 Green	

PARKS & AMENITIES			DUE 1ST APR 24
120 : Community Projects Number of new community benefit projects delivered per annum	TARGET 3	ACTUAL	STATUS Grey
Notes: 1 Community benefit project delivered during Q1			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Wallace Park</b>	TARGET 650,000	ACTUAL	STATUS Grey
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Moir a Demesne</b>	TARGET 480,000	ACTUAL	STATUS Grey
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Moat Park</b>	TARGET 350,000	ACTUAL	STATUS Grey
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Castle Gardens</b>	TARGET 120,000	ACTUAL	STATUS Grey
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Comber Greenway</b>	TARGET 125,000	ACTUAL	STATUS Grey
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Mcllroy Park</b>	TARGET 175,000	ACTUAL	STATUS Grey
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Lagan Towpath</b>	TARGET 165,000	ACTUAL	STATUS <b>Grey</b>
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Billy Neill</b>	TARGET 350,000	ACTUAL	STATUS <b>Grey</b>
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Glenmore Parkland Trail</b>	TARGET 45,000	ACTUAL	STATUS <b>Grey</b>
Notes: An update on footfall will be provided in Q2			

PARKS & AMENITIES			DUE 1ST APR 24
201 : Park users Number of park users in key sites across the Council area. Measured by Access Counters. <b>Hillsborough Forest Park</b>	TARGET 490,000	ACTUAL	STATUS <b>Grey</b>
Notes: An update on footfall will be provided in Q2			

SPORTS SERVICES			DUE 1ST APR 24
151 : Vitality membership Annual target of Vitality members per year Maintain the annual target of 12,500 members of our leisure facilities	TARGET 12,500	ACTUAL	STATUS <b>Grey</b>
Notes:			

SPORTS SERVICES			DUE 1ST OCT 2023
152 : Footfall of all Leisure facilities Number of people attending our leisure facilities Maintain the footfall within our leisure facilities above the benchmark of 950,000 per annum	TARGET 425,000	ACTUAL	STATUS <b>Grey</b>
Notes:			

SPORTS SERVICES			DUE 1ST JUL 23
176 : Vitality Programme Number of classes available as part of the Vitality Programme	TARGET 1650	ACTUAL 2014	STATUS <b>Green</b>
Notes: LVL P-971, LM-511, DIIB-22, BN-55, Activity Centres-455			

SPORTS SERVICES			DUE 1ST APR 24
200 : Sports Development Number and type of engagements	TARGET 4	ACTUAL	STATUS <b>Grey</b>
Notes:			

SPORTS SERVICES			DUE 1ST JUL 23
217 : Vitality Household Membership Impact of Vitality Household Membership	TARGET 90%	ACTUAL 92%	STATUS <b>Green</b>
Notes: 8% of membership was lost during Q1 but there has been an increase of 12% of new membership enabling us to have a retention level of 92%			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST JUL 23
171 : Engagements Number of physical engagements by unit. (Footfall in facilities)	TARGET 23,000	ACTUAL 29,832	STATUS <b>Green</b>
Notes:			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST JUL 23
171 : Engagements Number of physical engagements by unit. (Footfall in facilities)	TARGET 2,000	ACTUAL 2279	STATUS <b>Green</b>
Notes:			

ARTS, CULTURE AND COMMUNITY SERVICES			DUE 1ST JUL 23
171 : Engagements Number of physical engagements by unit. (Footfall in facilities)	TARGET 27,000	ACTUAL 36990	STATUS <b>Green</b>
Notes:			

ARTS, CULTURE AND COMMUNITY SERVICES

DUE 1ST JUL 23

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

TARGET

3

ACTUAL

9

STATUS

Green

48

Notes:

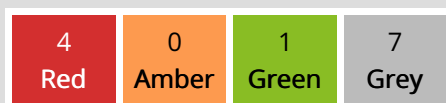


# Performance Summary

## Regeneration & Growth

(Type = 'Service')

Wednesday 23rd of August 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	4 Red
Assets and Technical Services	1 Grey
Economic Development	1 (G)   6 Grey

## PLANNING &amp; CAPITAL DEVELOPMENT

DUE 1ST JUL 23

228 : Capital Programme Expenditure measured against BudgetCumulative % Expenditure against budget

TARGET  
20%

ACTUAL  
16.67%

STATUS  
Red

50

**Notes:** The anticipated 23/24 spend, per estimates is £29,929,762. Total spend in Q1 is £4,989,683, this is 16.67%. Target was not met in Q1 as decisions in relation to future capital expenditure for Dundonald International Ice Bowl will have a bearing on the future expenditure of the entire capital programme.

## PLANNING &amp; CAPITAL DEVELOPMENT

DUE 1ST JUL 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  
49.8

STATUS  
Red

**Notes:** More applications were decided that received and we see in 2 of the 3 months in Q1, average processing times of 44 and 49 weeks. This demonstrates trends towards meeting the statutory target.

## PLANNING &amp; CAPITAL DEVELOPMENT

DUE 1ST JUL 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  
38.2

STATUS  
Red

**Notes:** In the last 2 months of Q1 the number of applications decided has exceeded the number of applications received and there is a downward trend in processing times associated with local applications.

## PLANNING &amp; CAPITAL DEVELOPMENT

DUE 1ST JUL 23

29 : Enforcement Cases Enforcement cases processed to a target conclusion within 39 weeks of receipt of complaintEnforcement cases processed within 39 weeks

TARGET  
70%

ACTUAL

STATUS  
Red

**Notes:** No data available for this KPI as the reporting module is currently not working in the DfI Planning Portal.

## ASSETS AND TECHNICAL SERVICES

DUE 1ST APR 24

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

TARGET  
90%

ACTUAL

STATUS  
Grey

**Notes:** Due to be measured at end of the financial year

## ECONOMIC DEVELOPMENT

DUE 1ST APR 24

115 : Tourism - Integrated Marketing Campaign Deliver an Integrated Marketing CampaignDeliver Integrated Marketing Campaign during 23/24

TARGET  
Yes

ACTUAL  
Yes

STATUS  
Green

**Notes:** Successfully delivered during 23/24

ECONOMIC DEVELOPMENT

DUE 1ST APR 24

178 : Regeneration - Covid-19 Small Settlements Programme Delivery of the Covid-19 Small Settlements Programme by end of March 2024

TARGET  
Yes

ACTUAL  
No

STATUS  
Grey

**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. We continue to work through the initiatives in partnership with relevant Council Departments. Bi-monthly meetings held to update Funders. In July 2022, LCCC appointed an Employers Agent, Faithful & Gould, for the delivery of capital projects. Project Updates - • Improved Transport & Walkability Infrastructure - Contractor anticipated onsite in Glenavy w/c 31st July 2023 and to complete by 11th August 2023. Awaiting Roads Order for Aghalee. Pedestrian crossing in Maghaberry is being progressed by Dfl. • Environmental Improvement Scheme (Anahilt) - Planning application submitted on 13th January 2023 (LA05/2023/0078/F). Information session was held on 23rd February 2023 with the community. A detailed electrical design of the puffin crossing is being undertaken. • Greenway Enhancement Scheme in Drumbeg - Concept designs have been drafted and are being costed up for consideration. • Access to Lagan Towpath from Navigation House - Planning application for the path at Navigation House submitted on 27th March 2023 (LA05/2023/0345/F). • Rural Investment Fund - 15 businesses progressed to stage 3 and all letters of offer have been issued. A second call was advertised on 30th June 2023 to meet demand and to mop up underspend. • Heritage Shopfront Scheme - 33 businesses progressed to stage 3 and all letters of offer have been issued. A second call was advertised on 5th July 2023 to meet demand and to mop up underspend. Moira Gateway Signage has been installed. • Rural Shopfront Scheme - 10 Expressions of Interest received and all have been invited to stage 2. • Improvements to dedicated open space and walking trails in Moneyreagh - Groundworks including mechanical and electrical connections to support the delivery of a Coffee Kiosk at Moneyreagh Community Centre are complete with landscaping to follow at the Community Centre and Village Green. • Parklets - Annahilt Parklet is complete and Moira Parklet to complete in the coming weeks. • Improved planting at Gateways - project complete. • Implementation of an Active Travel Network Strategy - projects are currently being costed by council officers and reviewed by the funders to assess suitability within the objectives of the programme. • Community Markets Pilot - procurement for infrastructure is complete, letters of offer issued to Poundbridge and District Community Association and Anahilt and Magheraconluce Community Association. Mentoring to be carried out by 'We Are Babble' in the coming weeks. Community event in Moira complete. • Destination Tourism Packages - project complete.

ECONOMIC DEVELOPMENT

DUE 1ST APR 24

184 : Belfast Regional City Deal (BRCD) Workstreams Number of workstreams being progressed under BRCD

TARGET  
4

ACTUAL

STATUS  
Grey

**Notes:** Two currently being progressed under BRCD the end of Q1 - Destination Royal Hillsborough and Digital Transformation Flexible Fund. Further update will be progressed later in the financial year.

ECONOMIC DEVELOPMENT

DUE 1ST APR 24

38 : New Jobs Number of new jobs per annum Number of new jobs linked to business start activity and new investment

TARGET  
116

ACTUAL

STATUS  
Grey

**Notes:** 32 Jobs Created in 1st Quarter of 2023/24

ECONOMIC DEVELOPMENT		DUE 1ST APR 24		
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</b>	TARGET Yes	ACTUAL No	STATUS Grey	
<b>Notes:</b> NI-ESS in tender phase - due to roll out in September 2023				

ECONOMIC DEVELOPMENT		DUE 1ST APR 24		
44 : Rural Development Planned Programmes Rural Investment <b>Planned TRPSI rural business programme investment</b>	TARGET TBC	ACTUAL	STATUS Grey	
<b>Notes:</b> No Change at end of 1st Qtr				

ECONOMIC DEVELOPMENT		DUE 1ST APR 24		
44 : Rural Development Planned Programmes Rural Investment <b>Number of businesses and public sector organisation supported</b>	TARGET TBC	ACTUAL	STATUS Grey	
<b>Notes:</b> No Change at end of 1st Qtr				

<b>Committee:</b>	Governance & Audit Committee
<b>Date:</b>	14th September 2023
<b>Report from:</b>	Performance Improvement Officer

<b>Item for:</b>	Decision
<b>Subject:</b>	Performance Improvement Report 2023/24

<b>1.0</b>	<b><u>Background and Key Issues:</u></b>	
1.1	Council must produce an annual Performance Improvement Report in order to meet the requirements of the Local Government Act (NI) 2014.	
1.2	Attached under Appendix I is a copy of the fully detailed draft Performance Improvement Report for 2022/23, as required by the NI Audit Office. Appendix II is a copy of the draft summary Performance Improvement Report 2022/23, which will be used as the public facing document.	
1.3	The NI Audit Office made an observation in their recent audit report stating that in order to clearly demonstrate a track record of improvement, Council should include previous year(s) data where it can be obtained.	
1.4	They also made another observation, stating that Council should consider both deciding on a set of indicators relevant to performance improvement (such as those in appendix 1 of the 2022-23 plan) that will be reliably shared each year, and also share a year-on-year trend for all of these.	
1.5	These have been applied to the draft Performance Improvement Report for 2022/23 and can be found in section 5 of the report.	
1.6	The Performance Improvement Report 2022/23 must be published by 30th September 2023 in order to meet the requirements of the legislation.	
<b>2.0</b>	<b><u>Recommendation</u></b>	
	It is recommended that Members approve the attached draft Performance Improvement Report for 2022/23.	
<b>3.0</b>	<b><u>Finance and Resource Implications</u></b>	
<b>4.0</b>	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No

4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	N/A
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<b>Appendices:</b>	Appendix I – Draft Performance Improvement Report for 2022/23 Appendix II - Draft Summary Performance Improvement Report for 2022/23
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# Performance Improvement Report

2022/23



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# Performance Improvement Report

2022/23



# Executive Summary



## SECTION 1

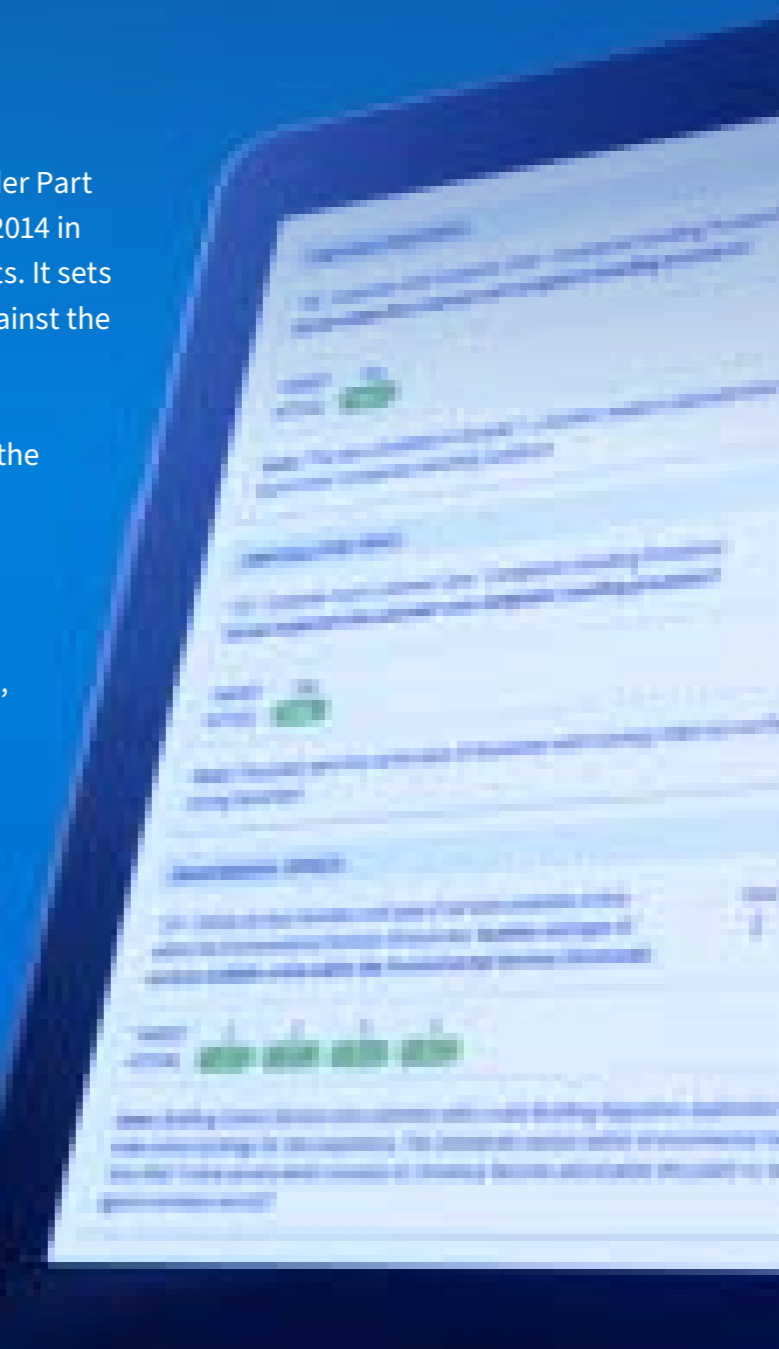
# Introduction

### Context:

This document presents the results of the Council's Self-Assessment in discharging its general duty under Part 12 of the Local Government Act (Northern Ireland) 2014 in relation to performance improvement arrangements. It sets out an assessment of the Council's performance against the following requirements:

- Performance improvement objectives set out in the 2022/2023 Performance Improvement Plan;
- Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste for 2022/2023, including comparison with the previous two years; and
- Performance information on Self-Imposed indicators and standards collected during 2022-2023.

The publication of this information fulfils in part the Council's statutory requirement under Part 12, Section 92 of the Act.



## Performance improvement objectives:

Statutory guidance defines improvement as “more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for Councils should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.” Essentially, improvement is about making things better and our focus is on how we can deliver better services for the benefit of our residents and service users.

The Council is committed to driving continuous improvement and performance across all service areas. In 2022/2023 the Council set two areas for improvement as detailed in **Section 2** of this report. The Performance Improvement outcomes have been developed to reflect the outcomes in the Community Plan which will be in place for the next 10 years and the Interim Corporate Plan.

The ambition is to have improved the lives of those living in, working in or visiting the Lisburn and Castlereagh area within those 10 years of the Community Plan and it is therefore more difficult to show any real or statistical evidence that the actions have contributed in any significant way in such a short space of time. Evidence has been gathered and will be monitored and reviewed regularly in order to allow us to gauge the impact of our actions in the short term. However we have used case studies to show what has been achieved and how the investment in the performance areas identified are contributing to the Community Plan and Corporate Plan outcomes.

The results of the self-assessment are included at Section 2.



**The Community Plan and related outcomes:**

[www.lisburncastlereagh.gov.uk/uploads/general/Community\\_Plan\\_2017-2032\\_EMAIL.pdf](http://www.lisburncastlereagh.gov.uk/uploads/general/Community_Plan_2017-2032_EMAIL.pdf)



**The Corporate Plan and related outcomes:**

[www.lisburncastlereagh.gov.uk/uploads/general/ICP\\_2021\\_Final.pdf](http://www.lisburncastlereagh.gov.uk/uploads/general/ICP_2021_Final.pdf)

## Statutory Performance Indicators:

A set of seven statutory indicators have been set for Local Government via the Local Government (Performance Indicators and Standards) Order (NI) 2015 as part of the performance improvement arrangements for Councils. These relate to three Council functions, i.e., waste management, economic development and planning. The results of the self-assessment are included at **Section 3**.

From 2017 The Local Government Act (Northern Ireland) 2014, Section 92 requires councils to compare their performance, so far as reasonably

practicable, against the performance during that and previous financial years. The Council will continue to work in conjunction with the Department for Communities to develop a comprehensive benchmarking framework to provide clear and transparent information to allow comparison across a number of council areas. **Section 4** outlines the results of external benchmarking based on data available in the public domain. This is in addition to results of other internal benchmarking undertaken in relation to absence and prompt payment.

## Self-Imposed Indicators:

The Council has a performance management framework in place which includes a range of self-imposed KPIs as well as KPIs relating to the Performance Improvement Objectives. Details of the self-assessment are included at Section 5.

In order to clearly demonstrate a track record of improvement, previous year(s) data where available, has been included in the self-assessment in **section 5**. This will demonstrate how continuous improvement towards the overall objective has been achieved.

## Discharging the general duty to secure continuous improvement in 2022-2023:

The Council has well-established governance arrangements in place to ensure delivery of all of our plans and these arrangements are used to ensure that the activity underpinning our improvement objectives is monitored on an ongoing basis.

These arrangements include:

- Quarterly reports of our programme of activity to CMT (Corporate Management Team)
- Reporting on the performance improvement process to the Governance & Audit Committee, on a quarterly basis as a standing item

- Consideration of the full costs included in our estimates process
- Appropriate risk management in relation to main programmes of work
- Appropriate monitoring, reporting and performance management arrangements underpinning all of the above

We measure how we are doing in lots of ways across the organisation.

## How the Council has got better in relation to its General Duty to improve:

During 2022/23 the various home committees received quarterly reports detailing performance management information on the service KPIs.

The Performance Improvement KPIs demonstrate improvement against the Performance Improvement Objectives and are measured on a quarterly or annual basis (depending on the target) and reported to the Governance & Audit Committee and the relevant home committees.

The Council monitors complaints identifying underlying root causes and actions to enhance service provision and this is reported to the Corporate Management Team and the Governance & Audit Committee on a quarterly basis.

In addition to formal reporting of the self-imposed KPI's, the Council is always striving to identify new ways of working and opportunities to improve. Within 2022/2023 the Council initiated a number of new arrangements all of which fall within the general duty to improve including but not limited to:

- The Portfolio office continued to promote the digital and transformation agenda.
- Performance Improvement Officer attends the DMTs (Directorate Management Team) meetings on a quarterly basis to review Directorate performance.
- Monthly reporting of a Corporate Health

Dashboard during 2022/2023 which helps the Corporate Management Team assess performance against critical areas across the Council.

- Annual review of the KPIs
  - Significantly reduced the number of KPIs to a small number of self-imposed indicators for public reporting. These 14 KPIs were published in the Performance Improvement Plan 22/23. This will enable Council to capture a year-on-year trend for these KPIs.
  - Categorised the KPIs into Performance improvement KPIs being reported to Governance & Audit Committee, Service/Operational KPIs being reported to the relevant Home Committee and Management Information KPIs for internal scrutiny by management.

## SECTION 2

# Performance Improvement Objectives - Self Assessment

## Objective 1:

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

### Council Self-Evaluation:

 **TARGET ACHIEVED**

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

- 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



## Enabling Improvement Project 1:

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

### How did we do?

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. This project is being carried forward as an improvement project in the 23/24 Performance Improvement Plan.

### How did we track progress in year?

See [Appendix 2](#).

### What difference did we make?

See [Case Studies](#) for examples of outcomes achieved to date.

## Enabling 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.**

### How did we do?

Participatory Budgeting Initiatives took place in each of the following 3 DEA's:

Lisburn South - 24 September 2022

Downshire East - 19 November 2022

Lisburn North - 28 January 2023

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.

### How did we measure this?

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.

### How did we track progress in year?

See [Appendix 2](#).

### What difference did we make?

See [Case Studies](#) for examples of outcomes achieved to date.

## Enabling Improvement Project 3:

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

### How did we do?

Anahilt - complete. Community conversations took place in Anahilt on 20th and 27th June with approx. 70 representatives from the local community as well as statutory and voluntary partners.

A Village Plan has been completed and was circulated to the local community association.

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.

### How did we measure this?

A village plan has been developed for Anahilt 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.

### How did we track progress in year?

See [Appendix 2](#).

### What difference did we make?

See [Case Studies](#) for examples of outcomes achieved to date.

## Enabling 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.**

### How did we do?

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.

### How did we measure this?

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

### How did we track progress in year?

See [Appendix 2](#).

### What difference did we make?

See [Case Studies](#) for examples of outcomes achieved to date.

## Enabling 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

### How did we do?

Entertainment Licensing guidance was provided online during Q1 and will be reviewed annually and updated if required. 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.

### How did we measure this?

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.

### How did we track progress in year?

See [Appendix 2](#).

### What difference did we make?

See [Case Studies](#) for examples of outcomes achieved to date.

## CASE STUDIES

# What difference did we make?

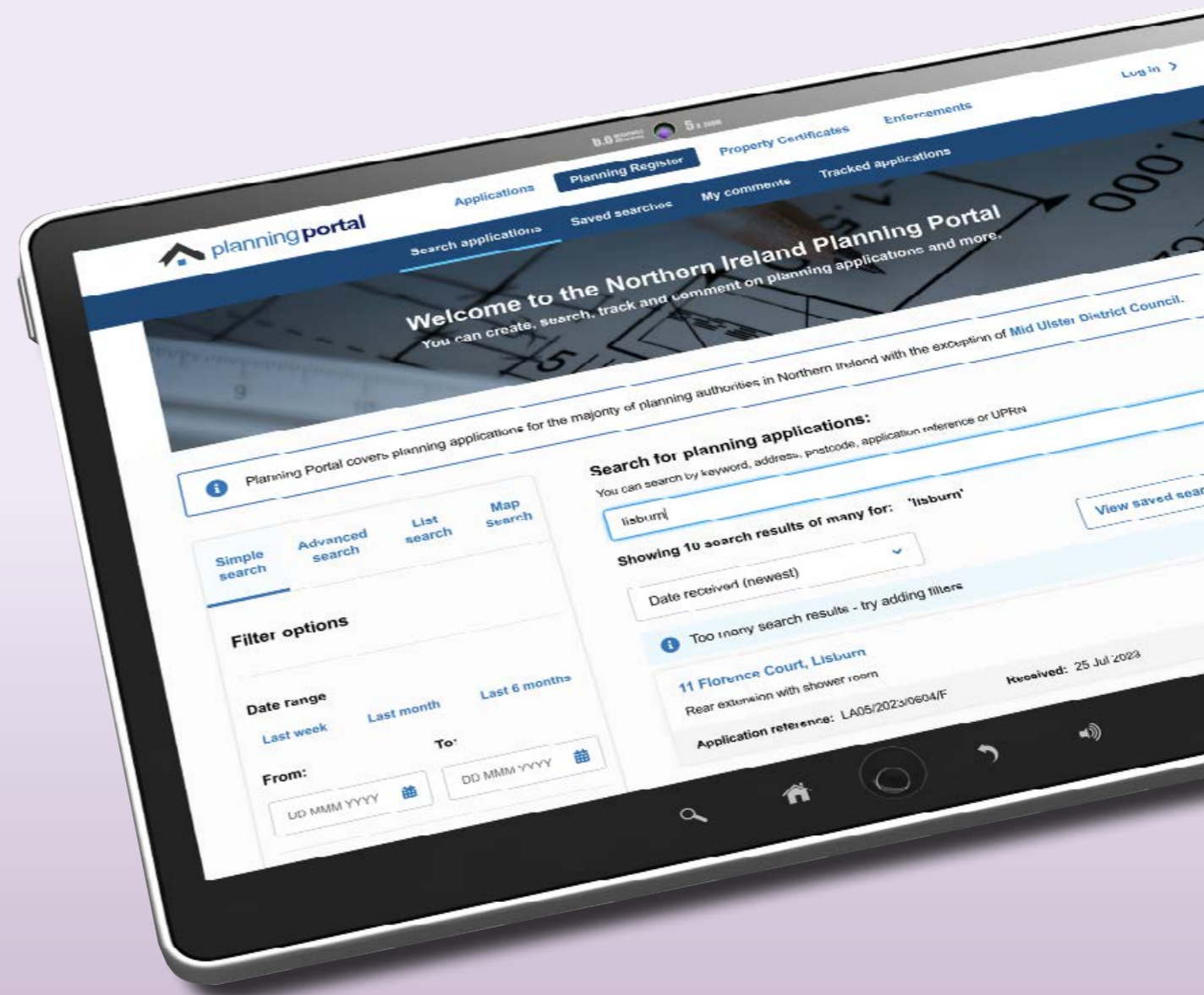
### Highlights included:

#### Environmental Services Outcomes

The Building Control and Environmental Health Units of the LCCC Environmental Services Department held a number of customer forum events during September 2022 to identify user experience and satisfaction with the current online service provision from the service units.

The online service provision currently includes:

- Online Property certificate application
- Online Building Notice application
- Online Dog Licencing application
- Online Regularisation application



The following feedback, comments and improvement suggestions were collated by the Building Control and Environmental Health officers and their potential was investigated.

## 1. Solicitors Forum - User Experience:

Solicitors identified a high level of satisfaction with the online property certificate submission service and its development (95% approval).

### User Comments:

- *"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."*
- *"The turnaround times and responses are excellent."*

### User improvement suggestions

- In response to the user group suggestion, suspense account opportunities have been promoted and communicated to conveyancing solicitors as a business opportunity
- An improvement to the upload for map imaging is being developed in association with our IT provider
- The inclusion of the address of the property certificate on the receipt email is being developed in association with our IT provider
- 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.

## 2. Architects Forum - User Experience:

Architects expressed a high level of satisfaction with the Building Notice online provision (90% approval).

Online plan submission remains the greatest improvement suggested to improving the service provided by LCCC

### User Comments

- *"The Building Notice online service is excellent for small works."*
- *"The service is very user friendly, quick and easy and very efficient."*

### User improvement suggestions

- The development of an online plan submission service is being considered in conjunction with our IT provider and other Local Authority Building Control Services.
- The development of online plan submissions may be trialled for small scale jobs that require a full plans application to test how working practices are suitable during 2023
- The development of an online help section and job tracker option is being investigated with our IT provider.

## 3. Developers, Agents and Homeowner Forum - User Experience:

Customers identified a very high level of user satisfaction with the online services identified (96%). The ability to conduct business and make applications from the office/home was considered to be a very efficient and effective development from LCCC.

### User Comments:

- *"The ability to submit multiple Building Notice applications online at the same time and to pay electronically is an excellent service and a great time saving outcome."*
- *"The online Regularisation service was fantastic given the need to get a fast turnaround when the works could be inspected and approved prior to a house sale."*
- *"Excellent use of resources by LCCC that provide efficient outcomes...well done!"*
- *"The online service was easy to use and helped me progress my application very smoothly."*
- *"Dog licensing online is a great service. It saved me a lot of time and 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 and receive my completion certificate electronically. This is a great service."*

### User improvement suggestions

- The LCCC website is currently undergoing a redevelopment that will help to improve the access to online service during 2023
- The identification and ability to request online inspections will be more prominent in this design refresh.





### Online Waste Management Information

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

Period	Number of Binformation Subscribers	+/- change
April - June 2022	1375	+321
July - Sept 2022	3306	+1931
Oct - Dec 2022	3966	+660
Jan - 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.

### Communities Outcomes

**Participatory Budgeting case studies** - During 2022/23 various Participatory Budgeting Initiatives were launched in the Council area. Below is a case study of one of the successful projects.

**Moirá Players** – funding for new lighting equipment. Moira Players secured funding 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.

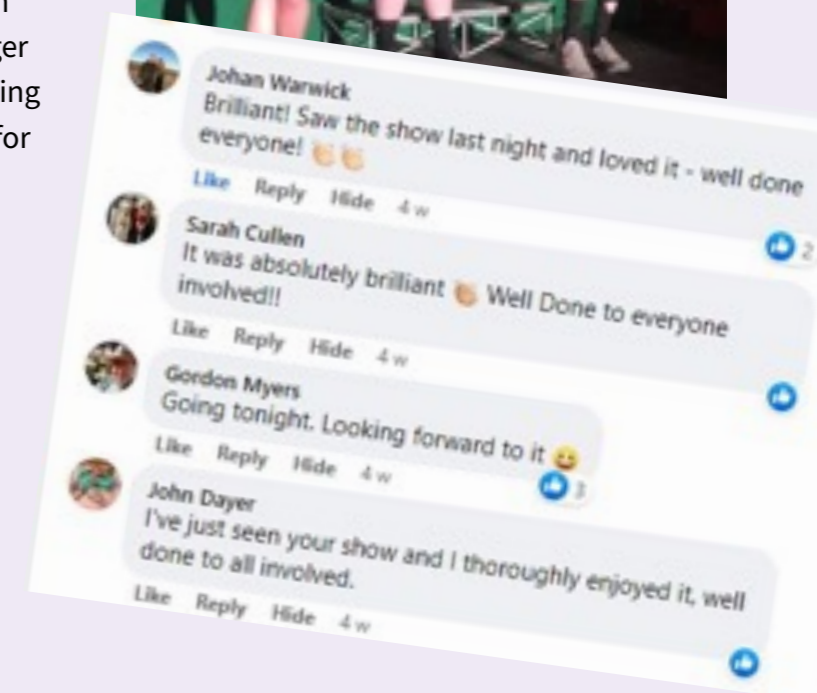
The enhanced lighting has improved the overall experience for audiences and has added to the professionalism of their productions.

In May 2022 Moira Players delivered four performances of 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 of comments).

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 had a positive effect 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.





## 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.

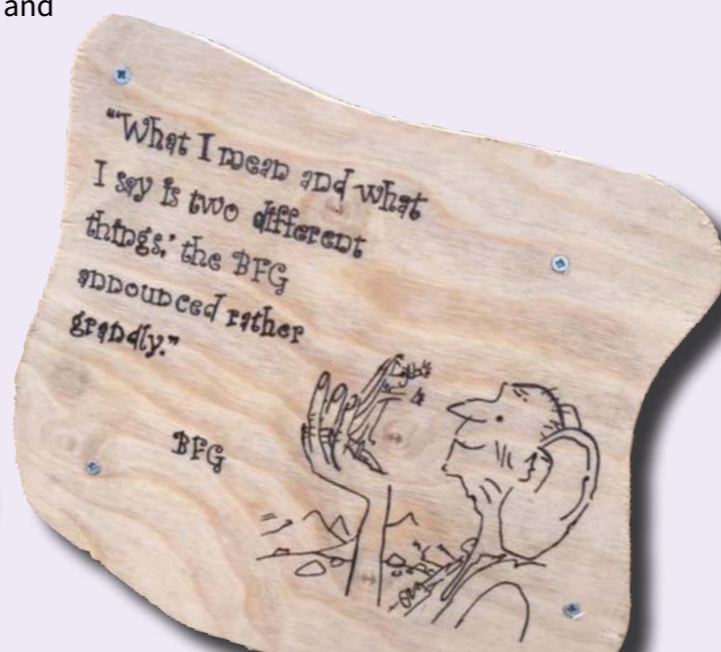
The attendees were divided into groups to analyse four specific key locations within the village by completing the Place Game questionnaire and discussing potential opportunities within the group.

The following four key locations were identified and analysed:

1. Crossroads
2. Primary School
3. Play Group
4. Shops

Residents of the village were also asked to share their opinions on the four main village entrance sights. Information and feedback was gathered on the night by council officers and converted into an achievable action plan. This was presented to the community on Monday 27th June 2022, one week after the original consultation evening.

The Village Plan and Action Plan was completed during 2022/23 and has been agreed with Anahilt and Magheraconluce Community Association.



Update on how the Village Plan is being delivered in Anahilt is shown in photos:

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 Derrriaghy Glen
8. New fencing throughout
9. Signage made by Paul McMillan (who works in Moira Demesne)
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 Objective 2:

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

### Council Self-Evaluation:

 **TARGET ACHIEVED**

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

- 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



### Enabling Improvement Project 1:

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

#### How did we do?

The consultant Otium was appointed by the end of June 2022. Research was completed by the end of September. There were 1510 responses to the Vitality survey including 579 non-members. Initial infographic report was received in draft format in late September.

Independent research concluded with focus groups at the end of October 2022. Final report received February 2023.

Customer and staff suggestions/feedback was considered as part of the Service Improvement Plan. Outcomes were 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.

#### How did we measure this?

We appointed a consultant by the end of June 2022.

We carried out research by the end of June 2022.

We presented an infographic report by the end of September 2022.

We reviewed and evaluated our findings by the end of December 2022.

We considered opportunities for an improved customer experience by the end of March 2023.

#### What difference did we make?

See [Case Studies](#) for examples of outcomes achieved to date.

## Enabling Improvement Project 2:

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

### How did we do?

#### Total Summary C-Saw Project April 2022 - March 2023

Total C-SAW programmes	81
Total participants	1770

#### Total Summary of Woodland & Horticulture Projects April 2022- March 2023

Total number of woodland programmes	42
Total number of horticultural programmes	22
The total number of participants	1537

#### Total Summary Biodiversity Projects April 2022 - March 2023

Total projects	36
Total participants	1538

### How did we measure this?

We provided at least 30 C-SAW programmes with at least 450 participants by the end of March 23.

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

We provided at least 5 Biodiversity projects with 100 participants by the end of March 23.

### What difference did we make?

See [Case Studies](#) for examples of outcomes achieved to date.





CASE STUDIES

# What difference did we make?

## Sports Services

The aim of this Performance Improvement Objective was:

- To contribute to the achievement of the outcome of our Community Plan that we live healthy, fulfilling and long lives
- To deliver an attractive range of programmes to encourage people of all ages and abilities to participate in and enjoy regular physical activity, sustaining good physical and mental health
- To provide safe, accessible leisure and sports facilities, endorsing pathways to sports for all
- To deliver high quality, cost effective services that meet people's needs making use of new approaches to continual improvement, innovation and performance management
- To ensure that:
  - Children and young people are physically active and enjoy good mental health
  - 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 and connected
  - People of all ages are more physically active more often.

Some highlights include the following:

### Sports Services - Vitality Membership Scheme Feedback Survey 2022



## Vitality Membership Scheme – Feedback Survey 2022 – Testimonials

"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 with benefits our long-term health and helps keep us on track for our goals."

"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 and that we would be so much more engaged with each other. Over the past two years a family has grown and we now have three children. The membership continues to be a vital part of our monthly outgoings 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 my wife to use the facilities for the gym and classes going 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."

"Having reached 67, I had two 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 I 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 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 that I looked up aqua fit classes and later joined vitality for easy booking online. I have now lost two stone and try to go every week and I am looking at other classes I might try."

"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 has filled the void left after retiring this is something I value very much for mental well-being."



### Parks & Amenities

A lot of great work took place during 22/23 to improve the physical, mental and emotional wellbeing of our citizens through a number of programmes to develop their horticultural skills and helping them understand the benefits of healthy eating.

The following are some highlights and customer testimonials.

### Schools Horticulture Programme

We continued on with our schools horticulture programme after having attended two Primary Schools in September. During October/November we attended a further 5 Primary Schools as well as 2 Nursery Schools who we provided with two horticulture sessions each. The sessions was delivered by the Conservation Volunteers. The sessions changed depending on age of the children, facilities and weather. Activities included in the sessions we provided was working in poly tunnels, weeding, planting, arts & crafts and bug hunts.

Maghaberry Primary School



Central Primary School



St Josephs Primary School Carryduff



Pond Park Nursery



St Colmans Primary School



Meadow Bridge Primary School





**C-SAW Physical Activity Programmes**

*Chair Based Exercise Programme*



*Pilates*



On Friday 13th 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.

On 30th 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 Programme*



*An 8 week horticulture programme for South Eastern Regional College Lisburn Campus Students was delivered. This group of students have various 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 6th and 13th March for the general public. On the 6th March we had a bird walk at Billy Neill Country Park and on the 13th March it was at Hillsborough Forest Park. On the 27th 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".

We held a Nutrition and Safety Roadshow on 22nd March for residents in the Lisburn and Castlereagh Council area over 60. We had a registered nutritional therapist deliver a talk on the digestive system. We had 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.



Nutrition & Safety Roadshow



Woodland programmes

A tree planting project was organised at Hill Street with the local community / residents / youth / police / councillors. Derriaghly Women's Institute planted 70 trees near McIlroy Park for the 70 year anniversary of the organisation. Trees were planted at Hillsborough roundabout with the Hillsborough Association and the Lord Lieutenant for the Queens canopy.

A stall was provided at the Mayor's family fun-day where members of the public were given the opportunity to plant their own tree seed and take it home to grow it with advice from our horticulturists.

There were three tree ID walks delivered by Parks & Amenities one in each of the following parks: Hillsborough, Glenmore and Moat Park.

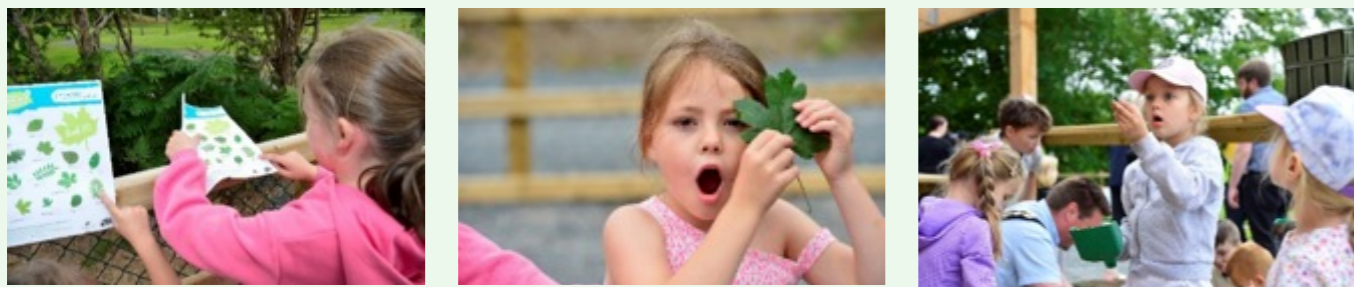
Three local companies chose to have a volunteer day with ourselves two at Derriaghly Glen and one at Colby Park. The teams planted whips, woodland bulbs and trees. The companies

really enjoyed the experience and also the idea of 'Plant a tree, leave a legacy' and have kept details for future days.

Two volunteer sessions, from our volunteer network, one session clearing our new native tree nursery suite at Bells Lane allotments and a tree planting session at Derriaghly Glen 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.

A day of tree planting was organised 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 emotional day, it was very uplifting for all who attended and 31 mature trees were planted.





4 summer scheme groups from both Lagan Valley Leisureplex and Glenmore activity centre visited the Castlereagh Tree Nursey and planting tree seeds in root trainers and also took part in a tree identification walk.

**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 provided to promote peat-free compost and organic growing within the allotment plots.

**Biodiversity programmes**



During 2022/23 there were various schools visits where the Biodiversity Officer was invited to enhance areas for biodiversity within their school grounds. Classes joined in the sowing of wildflowers, making bird feeders, and participating in planting schemes.

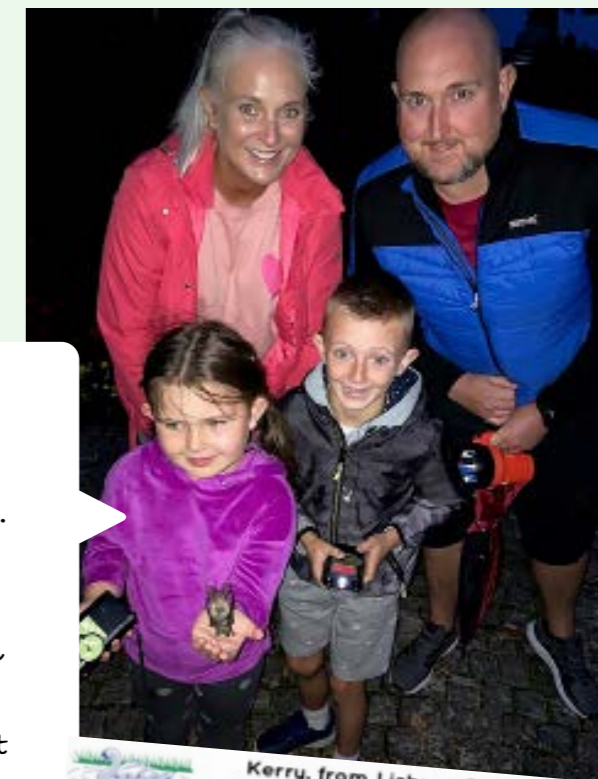


We had fun with the council learning to make Bird Cake

The Biodiversity officer also delivered bat talks within the schools as well as for the public. Bat Talks are about learning facts about bats and getting to see preserved bats up close followed with a walk around parks listening to bats using the Councils Bat detectors.

Feedback: I just wanted to give a quick follow up after the bat walk and talk on Wednesday night. What a fantastic evening. Cannot recommend it highly enough. All 5 of us had a wonderful time. We learnt so much that we had no clue about. Both my son and daughter were a bit afraid of bats when they hear them flying past our house at night so I thought this would be a great opportunity to have more of an understanding and to overcome their fear. Boy did it work - they are now all biz about bats and telling everyone about what they got up to Wednesday night.

Allowing us to use the bat detecting equipment and walking around in the dark with someone who knows what they are talking about and knowing where to look was such a delight and we just cannot believe how many bats we actually managed to see and hear.




Various litter picking events were arranged during the year including one with Students and teachers from SERC College, who joined the Biodiversity Officer and parks Staff in a litter pick starting at the Council Civic Offices along the Towpath. A total of 10 bags of rubbish were collected.




**SECTION 3**


# Statutory Indicators - Self Assessment



Lisburn & Castlereagh City Council is committed to meeting and, where possible, exceeding the standards set by central government departments through the following seven statutory performance indicators. Below are the results for 2022/23, the Council’s data for 2021/22 and 2020/21 has also been included to show comparisons.



Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
ED1	<p><b>The number of jobs promoted through business start-up activity.</b> </p> <p><i>[Business start-up activity means the delivery of completed client led business plans under the Department of Economy’s Regional Start Initiative or its successor programmes.]</i></p>	85 (DfE) 116 (GfI)	106	129	113	<p>Target Achieved</p> <p>Northern Ireland Business Start Programme for NI launched in September 2017 as a collaboration between all 11 Councils. Job creation targets for the programme are being achieved Nationally.</p> <p>For LCCC this has resulted in 113 jobs being created in 2022/2023 versus a statutory indicator of 85. This remains well in excess of the statutory requirement. During 2021/2022 DfE carried out a consultation on the proposed Annual Statutory Target with a revised minimum target of 116 jobs for LCCC. In light of this, an increased Annual Target of 116 has been built into LCCC`s Economic Development plans for 2022-2023 and will be managed by the Economic Development Unit.</p> <p>For 2022/2023 the Council is ranked 2nd place in NI in terms of jobs promoted versus this statutory target, this number of jobs is reflective of the council’s total business base and number of population within the Council area who are economically active.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2021/22 result
			2020/21	2021/22	2022/23	
P1	<p><b>The average processing time of major planning applications.</b> </p> <p><i>[An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)]</i></p>	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.	79.7 weeks	106 weeks	87.2 weeks	<p>The average processing times for major applications for all Councils was reported in the Annual Statistical Bulletin 2022/23 as 57.8 weeks. This represents an increase of 8.0 weeks for all Council Areas when compared to the average processing time in 2021/22 of 49.8 weeks.</p> <p>Performance within LCCC for the 2022/23 period was 87.2 weeks compared to 106.8 weeks the previous year. This was an improvement of 19.6 weeks. A number of major applications decided in this period have been subject to section 76 planning agreements. This adds significantly to the overall processing time for applications and was not taken account into account by the Department when this key performance indicator was designed.</p> <p>It is the target of the Council to present at least one major application to Committee every month and there remains a continued focus on moving major applications through the planning system as soon as the process allows. The Council also demonstrated improved performance on the previous year and is working to streamline its consultation processes were it is known a legal agreement is required.</p>



Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
P2	<p><b>The average processing time of local planning applications.</b> </p> <p><i>[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)]</i></p>	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks.	23.8 weeks	16.2 weeks	32.7 weeks	<p>The average processing times for local applications for all Councils was reported in the Annual Statistical Bulletin 2022/23 as 19 weeks. This represents an increase of 1.8 weeks compared with the 2021/22 average of 17.2 weeks. Performance within LCCC for the 2022/23 period was 32.7 weeks compared to 16.2 weeks the previous year. There was increased average processing time of 16.5 weeks.</p> <p>The ability to achieve good performance was constrained by a number of factors including a number of legal challenges that required the Council to pause and review a number of local applications under consideration. This had a knock on effect of moving a number of applications into the older category of more than twelve months. An increased proportion of older applications being issued during the year is reflected in the year end statistics.</p> <p>It should be noted however that the Council processed more applications on a pro-rata basis than in the previous year despite the challenges described above.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
P3	<p><b>The percentage of enforcement cases processed within 39 weeks.</b> </p> <p><i>[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).]</i></p>	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.	83.6%	83.9%	83.9%	<p>There is no verified information available from the Department in the Annual Statistical Bulletin 2022/23. The new planning portal was not configured to allow this information to be generated on time for the report.</p> <p>The Council estimates on the basis of un-validated data that 83.9% of enforcement cases were still being concluded within 39 weeks. The target was still being achieved.</p>
W1	<p><b>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).</b> </p> <p><i>[Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)]</i></p>	50% household recycling by 2020	50.4%	49.7%	50.55% (unverified)	<p>LCCC has achieved a household waste preparing for reuse, dry recycling and composting rate, KPI of over 50%.</p> <p>This represents a return to performance comparable with pre pandemic levels however performance improvement is required to reduce landfill levels and increase municipal waste recycling rates, in line with the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) 2020.</p> <p>Ongoing work on harmonisation of kerbside dry recycling collections will help make a positive impact on household recycling rates moving forward however implementation is not likely to be until 2024/25.</p> <p>Validated 2022/2023 figures will be included in the NIEA NI Local Authority Collected Municipal Waste Statistics annual report when published later this year. (Approx. November 2023)</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
W2	<p><b>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste (BLACMW) that is landfilled.</b></p>  <p><i>[Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]</i></p>	16,444 tonnes	15,967 tonnes	14,737 tonnes	14,240 tonnes (unverified)	<p>NILAS targets were set until 2019/20 so while there is no target for 2022/23 it is the expectation that levels of BLACMW should remain within the final year allowance.</p> <p>The validated 2022/2023 figure will be included in the NIEA NI Local Authority Collected Municipal Waste Statistics annual report when published later this year. (Approx. November 2023)</p>
W3	<p><b>The amount (tonnage) of Local Authority Collected Municipal Waste arisings.</b></p>  <p><i>[Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]</i></p>	N/A	80,846 tonnes	80,299 tonnes	74,211 tonnes (unverified)	<p>The 2022/2023 figure is subject to final validation by NIEA/DAERA and will be included in their annual statistical report when published later this year.</p>

**SECTION 4**

# Comparing LCCC performance with other NI councils

From 2017 The Local Government Act (Northern Ireland) 2014, Section 92 requires councils to compare their performance, so far as reasonably practicable, against the performance during that and previous financial years of other councils. Like previous year’s comparison is limited, however we are continuing to work in conjunction with the Department of Communities to develop a comprehensive benchmarking framework to provide clear and transparent information to allow comparison across a number of council areas.

Benchmarking is still work in progress for all

## Planning Key Performance Indicators

In this period, 823 applications were received and 716 decisions decided. Based on year end statistics from the Annual Statistical Bulletin, LCCC is ranked 11th amongst other Councils in respect of Statutory performance for local applications.

There are very specific reasons for this as outlined above and the Council are managing older applications out of the system to allow for a return to good performance. An improvement plan is being initiated in the autumn to take account of recent changes in the unit following a review of the structure; the introduction of the planning portal and the proposed adoption of the LCCC plan strategy.

With regard to major applications, 11 were received and 10 were decided. The Council presented an average processing time of 87.2 weeks compared with the Northern Ireland

councils, as we continue to work together as a sector to develop a model that will benefit our ratepayers.

The following section provides a comparison of LCCC with the other 10 NI councils performance under the statutory KPIs. In addition to this, comparisons have been made in two other areas namely Absence and Prompt Payments.

*It should be noted that only data available in the public domain has been used for these comparisons. In some cases 2021/22 is the most up to date annual, validated data available.*

average of 57.8 weeks. There has been little opportunity to perform against the statutory target for major applications as a number of applications brought forward in the reporting period were subject to section 76 planning agreements. That said, the Council demonstrated an overall improvement in processing times for major applications from the previous year. It has been ranked 9th amongst other Councils for two consecutive years.

Further improvements are anticipated now that the majority of major applications requiring Section 76 agreements are now dealt with. A copy of the NORTHERN IRELAND PLANNING STATISTICS Annual Statistical Bulletin 2022/23 can be accessed using this link: <https://www.infrastructure-ni.gov.uk/publications/northern-ireland-planning-statistics-april-2022-march-2023>

## Economic Development KPI comparisons 2022/2023

No. of jobs promoted through business start-up activity - KPI comparisons 20/21 vs 21/22 vs 22/23

Council Area	Statutory Jobs	2020-21			2021-22			2022-23		
		Jobs Created	Created vs Statutory	Rank	Jobs Created	Created vs Statutory	Rank	Jobs Created	Created vs Statutory	Rank
Antrim & Newtownabbey	80	84	105%	3	97	122%	7	106	132%	3
Ards & North Down	85	101	119%	5	128	151%	2	101	119%	6
Armagh Banbridge & Craigavon	165	165	115%	2	233	141%	3	216	131%	4
Belfast	325	325	65%	11	311	96%	11	293	90%	11
Causeway Coast & Glens	125	125	106%	8	154	123%	6	131	105%	10
Derry & Strabane	140	140	81%	9	143	102%	10	150	107%	9
Fermanagh & Omagh	170	170	60%	7	186	109%	8	186	109%	7
<b>Lisburn &amp; Castlereagh</b>	<b>85</b>	<b>106</b>	<b>125%</b>	<b>4</b>	<b>129</b>	<b>152%</b>	<b>1</b>	<b>113</b>	<b>133%</b>	<b>2</b>
Mid & East Antrim	85	94	111%	1	109	128%	5	124	146%	1
Mid Ulster	157	132	84%	10	163	103%	9	169	108%	8
Newry Mourne & Down	155	164	106%	6	215	139%	4	187	120%	5
<b>Total Nationally</b>	<b>1572</b>	<b>1429</b>	<b>91%</b>		<b>1868</b>	<b>119%</b>		<b>1777</b>	<b>113%</b>	

The table above conveys the number of jobs promoted through business start-up activity in each of the 11 Northern Ireland Councils. Business start-up activity means the delivery of completed client led business plans under the Department of Economy’s (DfE) Business Start programmes. The targets are Statutory targets set for each of the Councils by DfE and have been worked out based upon each

Council’s local business base and percentage of economically active population.

For 2022/2023 LCCC is ranked 2nd in terms of jobs promoted versus this statutory target, this target number of jobs is reflective of the council’s total business base and number of population within the Council area who are economically active.

## Waste Data KPI comparisons

Waste data for performance comparison purposes is based on the Northern Ireland Local Authority Collected Municipal Waste Management Statistics Annual Report 2021/2022, published in December 2022. This is the most up to date annual, validated data available. This report provides both summary and detailed figures on the amount of local authority collected municipal waste in Northern Ireland in the latest reporting year. Some key points relating to Lisburn & Castlereagh City Council are summarised below:-

- The Councils Local Authority Collected municipal waste arisings decreased from 80,846 tonnes in 2020/21 to 80,299 tonnes in 2021/22.
- The Councils household waste preparing for reuse, dry recycling and composting rate was 49.7% this was down from 50.4% the previous year and below the 2020 target of 50%.
- The Councils waste from households preparing for reuse, recycling and composting rate was 49%, down from 49.5% the previous year and below the target of 50%.
- Overall, there was considerable variation between household waste dry recycling rates. Derry City & Strabane and Fermanagh & Omagh recorded the highest dry recycling rate at 26.9 per cent, whilst Lisburn & Castlereagh recorded the lowest rate at 19.2 per cent, well below the NI average of 23.2%.
- The Lisburn & Castlereagh household waste composting rate was 30.3%, a reduction from the 30.5% recorded for 2020/21, yet still above the NI average of 26.6%.

- The Councils household waste landfill rate of 39.9% reported for 2021/22 was well above the NI average of 24.7%.
- The Landfill Allowance Scheme (NI) Regulations 2004 (as amended) placed a statutory responsibility on councils, in each scheme year, to landfill no more than the quantity of biodegradable waste for which they had allowances. The scheme concluded at the end of the 2019/20 financial year, however the continued monitoring of biodegradable waste is required for existing target commitments which specify that it must be reduced to 35 per cent of the total amount (by weight) of biodegradable municipal waste produced in 1995. The L&CCC allocation for 2019/20 was 16,444 tonnes with Council landfilling 14,737 tonnes of Biodegradable Local Authority Collected Municipal Waste in 2021/22.

Future targets in the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) for municipal waste 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

In 2021/22 L&CCC recycled 52% of municipal waste (down slightly from 52.1% in 2020/21) and landfilled 38.2% of municipal waste (compared to 40.1% the previous year).

A copy of the report can be accessed at: [www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-2020](http://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-2020)

## Comparison of Absence Figures

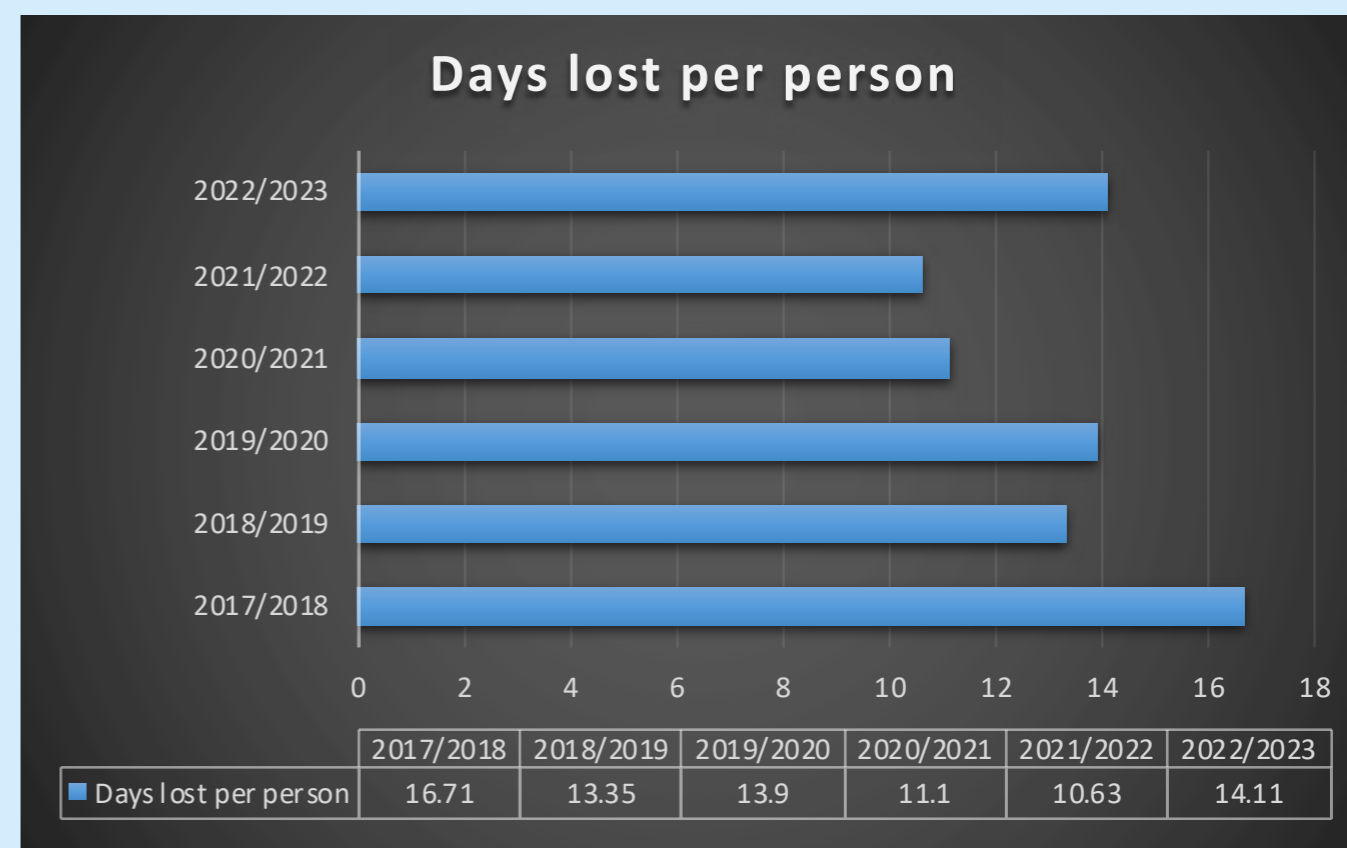
At the time of writing this report, the Department for Communities (DfC) advised that the absence information was not available to allow the inclusion of comparison with other Northern Ireland councils in this assessment report. Instead a year on year comparison of the Council's own absence has been analysed and has been included.

There has been an increase of 2.21 days absence per employee, from 13.60 days (14.11 days

excluding Covid 19) in the period 2021-2022 to 15.81 days in the period 2022-2023. (14.11 days excluding Covid 19)

The Council maintains a strategic approach to absence management using proactive, preventative strategies and interventions. It continuously reviewing its approach to absence management and adopting new methods.

## Yearly Absence Trend



2021/2022 & 2022/2023 Financial Figures are excluding Covid absences.



## Northern Ireland Audit Office – Local Government Audit Report December 2021

Whilst there are no Absence figures yet published for 2022-2023 the NIAO advised in their Audit report of 21 December 2021 the following:

Absenteeism Sickness absence levels remained consistently high, with an average of over 14 days lost per employee.

Absence rates rose from 13.9 days per employee in 2018-19, to 14.2 days in 2019-20. LCCC were below this average with 13.9 days per employee.

Mid and East Antrim Council recorded the lowest number of days lost at 10.6 days (14.05 days in 2018-19), while Armagh City, Banbridge and Craigavon Council recorded the highest rate at 18.3 days (16.7 days in 2018-19). In five councils, absence levels have reduced since the previous year, while they have increased in the other six. The Local Government Auditor said that during the 2020-21 year, sickness absence levels improved considerably as staff worked from home.

### Health & Wellbeing

The Council was accredited with the Investors in People Health and Wellbeing Award in December 2019 and was the first Council in Northern Ireland to achieve this award demonstrating our commitment to staff health and wellbeing over recent years and understanding and addressing the root causes of absence.

We have established a number of working groups internally and externally which aim to obtain perspectives about sickness absence in the Council and to elicit ideas and suggestions on how the Council can increase attendance levels. We have implemented workplace health programmes and policies to create a supportive culture and physical environment that encourages healthy lifestyles together with introduction of trained Mental Health First Aiders across the organisation.

The Council leads the sub group for Managing Attendance established through PPMA. The Northern Ireland Fire Service and Housing Executive are also represented on the group

enabling the Council to benchmark with external organisations.

We have a dedicated HR Rep for Long & Short Term Sickness absence, working in partnership with Managers offering a supportive and coaching approach to tackling attendance issues.

We offer a range of voluntary contribution Healthcare schemes and have organised virtual presentations for staff to help promote these services.

We have undertaken to review the Policy for Managing Attendance during 2023 and are consulting with Council recognised trade unions in relation to this.

We are currently working to update the Health & Wellbeing Strategy and Action Plan.

We have a number of Mental Health First Aiders who provide first aid support for employees experiencing mental health problems at work.

These employees have also been trained to recognise signs and symptoms of mental ill health and respond appropriately. Network meetings were held on a regular basis prior to the Covid pandemic to enable the first aiders to support each other and generate ideas to support employees experiencing mental health issues. Refresher training has been organised and Council is in the process of recruiting additional Mental Health First Aiders. Once new Mental Health First Aiders are appointed Network meetings will be held on a bi-annual basis.

The HR&OD Unit is working to ensure all information and support relating to managing mental health concerns are available and

accessible to managers and employees through a variety of methods such as the StayWell, a health and wellbeing hub.

Health and Wellbeing bulletins were issued to employees throughout the Covid pandemic providing advice on topics such as Managing stress, Home workouts, Support Services for Employees and general advice on Working from home.

A range of Health and Wellbeing activities were held in 2022-2023 including the following examples which are linked to the four Health & Wellbeing pillars in our draft Health & Wellbeing Strategy:

Mental Wellbeing	Physical Wellbeing	Social Wellbeing	Financial Wellbeing
Mental Health – Managing Stress	Healthy Lifestyles	Parents Emotional Wellbeing	Christmas shopping tips webinar
Mental Health Awareness Week – Putting the spotlight on Anxiety webinar	Men’s Health Week	Easter flower arranging	Save money with your household budget webinar
Men’s Health Week – Challenges & Choices	Diabetes Awareness Week	Create your own hanging basket	
World suicide prevention day	Step Challenge	Zoom workshop for families dealing with school changes – Dealing with transitions	Help for all – Cost of living event
Christmas Wellbeing tips	Healthy Eating	Help and support for Parents and Students at results time	Keep yourself and your loved ones safe from scams
Time to talk day	Summer Safety Tips	Skills building for children with ADHD and Autistic traits	
	Cycle to work day	Christmas wreath making workshop	
	Psoriasis awareness month	Protecting the environment	
	Breast Cancer awareness	Teens emotional health	
	World Menopause day	Staff woodland restoration day	
	Women’s Health		



**USEL**

The Council continues to work in partnership with USEL a government based organisation who can assist employers with absence relating to physical impairment or mental health issues. They offer services such as Physiotherapy and Counselling at no cost to the Council.

The Employment Services Officer keeps in regular contact with employees (normally bi-weekly).

**Absence Reporting**

Absence management reports are provided to Corporate Services Committee on a monthly basis and a more detailed report is provided to the same Committee on a quarterly basis. As an Investor in People organisation we are always striving to develop our staff, provide the necessary support and training as these are key to high staff morale and therefore efficient

Currently there are a number of employees on both the Workable (NI) Programme and Condition Management Programme with USEL. Employees must be at work or coming back to the workplace to avail of the programme. All employees have been referred to various programmes and are receiving support and assistance.

service delivery. Investors in People provides a framework for the Council to use in planning, implementing and reviewing the steps we take to improve the performance of our people through better health and wellbeing.



## Comparison of Prompt Payment Information

Data summarising DfC Quarterly Prompt Payment Reports

Council Name	18/19			19/20			20/21			21/22			22/23		
	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days	within 10 days	within 30 days	outside 30 days
Antrim and Newtownabbey Borough Council	17,083	21,799	4,924	18,390	22,760	3,810	12,792	15,284	1,817	13,855	17,101	4,232	12,999	17,938	4,625
Ards and North Down Borough Council	13,928	20,204	2,328	14,560	20,174	1,414	10,576	12,706	549	13,649	15,826	329	13,997	17,468	626
Armagh City, Banbridge and Craigavon Borough Council	6,504	25,201	5,547	5,713	20,105	10,120	9,272	17,204	1,766	11,957	20,659	1,053	15,408	21,457	1,209
Belfast City Council	39,940	56,029	5,491	50,885	63,385	4,425	39,959	48,218	3,375	57,882	66,649	4,553	72,656	79,378	7,081
Causeway Coast and Glens Borough Council	12,824	24,846	5,362	12,066	23,786	6,216	14,614	18,361	2,705	17,823	23,839	2,117	17,367	23,220	2,421
Derry City and Strabane District Council	10,679	19,834	5,827	12,078	21,643	4,979	6,305	13,894	3,755	5,375	13,311	7,273	7,881	16,838	6,066
Fermanagh and Omagh District Council	16,506	19,401	1,184	15,332	17,715	1,111	14,888	16,183	1,048	14,553	16,077	1,095	15,431	16,957	751
<b>Lisburn and Castlereagh City Council</b>	<b>15,028</b>	<b>21,538</b>	<b>3,729</b>	<b>13,957</b>	<b>19,570</b>	<b>1,888</b>	<b>9,842</b>	<b>12,045</b>	<b>1,768</b>	<b>13,898</b>	<b>16,006</b>	<b>1,491</b>	<b>13,338</b>	<b>15,380</b>	<b>2,247</b>
Mid and East Antrim Borough Council	11,716	21,594	4,457	13,082	22,550	3,609	16,368	23,808	4,660	27,210	38,164	2,120	29,230	34,130	5,171
Mid Ulster District Council	15,206	17,127	1,188	15,148	17,141	1,025	10,931	12,873	635	18,790	19,953	284	17,668	18,024	100
Newry, Mourne and Down District Council	2,225	20,904	2,238	8,320	21,647	2,447	1,676	13,098	2,125	3,042	15,442	1,998	6,730	13,746	2,243
<b>Total</b>	<b>161,639</b>	<b>268,477</b>	<b>42,275</b>	<b>179,531</b>	<b>270,476</b>	<b>41,044</b>	<b>147,223</b>	<b>203,674</b>	<b>24,203</b>	<b>198,034</b>	<b>263,027</b>	<b>26,545</b>	<b>222,705</b>	<b>274,536</b>	<b>32,540</b>
			310,752			311,520			227,877			289,572			307,076
										<b>within 10 days</b>	<b>within 30 days</b>	<b>outside 30 days</b>			
										18/19	52.02%	86.40%	13.60%		
										19/20	57.63%	86.82%	13.18%		
										20/21	64.61%	89.38%	10.62%		
										21/22	68.39%	90.83%	9.17%		
										22/23	72.52%	89.40%	10.60%		

Source: Unaudited data from Department for Communities quarterly publications.



## Comparison of LCCC ‘prompt payment’ performance with NI Councils

The table on previous page shows prompt payment performance statistics for all Councils in Northern Ireland over the past 5 years.

Comparing Lisburn & Castlereagh City Council with the other councils, the following table details how LCCC ranks compared to the other 10 Northern Ireland councils:

	18/19	19/20	20/21	21/22	22/23
Within 10 Days	6th	6th	6th	5th	5th
Within 30 Days	6th	5th	7th	8th	7th
Outside 30 Days	6th	5th	7th	8th	7th
Invoices Paid	25,267	21,458	13,813	17,497	17,627
Total Invoices Paid by Councils	310,752	311,520	227,877	289,572	307,076
% Paid by LCCC	8%	7%	6%	6%	6%

A caveat of the information above is that, there may be inconsistencies in the way data is collated within individual Councils therefore direct comparison may not be meaningful.

The Finance Team have been working consistently to improve on the Councils Prompt Payment’s through developing internal processes, systems, procedures, setting up a working/user group across the Council along with publishing revised and update Council procedures/user notes on the internal intranet.

In January 2022 the Finance Team began the most challenging task to date, undertaking the design and implementation of a new finance

software package.

The new finance software package will introduce new technology to the Finance Team in the processing and payment of invoices, paper based processing will be minimised, there will be system integration with source documents e.g. invoices, improved integration of purchase orders and new streamlined work processes.

The introduction of the new finance software package to the Council will aim to achieve improved prompt payment performance once fully integrated and operational.

## SECTION 5

# Self-assessment of Self-Imposed Indicators

The Council had 41 internal KPI’s during 2022/2023 to monitor and track operational performance across all functional areas. These internal KPIs were categorised into 27 Performance Improvement and 14 Self-imposed KPIs.

(Details of these can be found in [Appendix 1](#) and [Appendix 2](#))

## Performance Improvement KPI’S

Performance Improvement	Number of KPI's	KPI's Achieved	% Achieved
Ability to Measure KPI	27	25	93%
Inability to Measure KPI	2	n/a	n/a

27 Performance Improvement KPIs were based on measurement in year, 25 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. Below are some highlights of the KPIs which were achieved in 22/23:

- Entertainment Licensing & Events Guidance was made available online.
- The impact of the provision of 8 online services within the Environmental Services Directorate was consulted upon with customers. Improvements were made to the online services within the Environmental Services Directorate based on the customer feedback received.
- 42 woodland programmes were delivered during 2022/23. This exceeded the target of 20 programmes set for the year.
- 22 horticultural programmes were delivered during 2022/23. This exceeded the target of 20 projects set for the year.
- There were 1537 participants on these woodland & horticulture programmes during 2022/23 this far exceeded the target set of 500 per annum.
- 81 C-SAW programmes were delivered during 2022/23. This exceeded the target of 30 set for the year.
- There were 1770 participants on the C-SAW programmes during 2022/23 this far exceeded the target set of 450 per annum.
- 36 biodiversity projects were delivered during 2022/23. This exceeded the target of 5 set for the year.
- There were 1538 participants on these biodiversity projects during 2022/23 this far exceeded the target set of 100 per annum.



10. Research into the impact of Vitality Household Membership was carried out by an independent consultant. Testimonies and customer feedback on the impact of the Vitality Household Membership presented to management. Consideration has been given to opportunities for an improved Vitality customer experience.
11. We received 98 applications for the Participatory Budgeting Initiative across 3 DEAs, this exceeded our target of 60 applications per annum.
12. We made 62 awards within the Participatory Budgeting Initiative across 3 DEAs, this exceeded our target of 45 awards per annum.
13. As a result of successful Community Conversations in Annahilt, a village plan was developed.

initial conversations did take place with the Community Association and elected members. This project will also be carried 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.

There were a number of improvements projects carried forward from 21/22 and during 22/23 Council demonstrated significant improvements in these areas as is shown in the following points.

1. The Participatory Budgeting initiative was delivered across 3 DEAs during 21/22, this generated 62 applications and resulted in 48 awards being made. In 22/23 the Participatory Budgeting initiative was delivered across a further 3 DEAs, this generated 98 applications, a 56% increase on the previous year, and resulted in 62 awards being made a 29% increase on the previous year.
2. The C-SAW programmes were delivered in 21/22 and 22/23. During the past year 53 more C-SAW programmes have been delivered since the previous year this is an increase of 189%. Similarly there has been an increase in participants this year of approx. 191% since the previous year.
3. The Sustainability programmes were delivered in 21/22 and 22/23. During the past year the number of programmes delivered have more than quadrupled since the previous year.

Appendix 1 provides a detailed breakdown of how the Council performed against each performance improvement KPI which was analysed either on a quarterly basis or at the end of the financial year.

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:

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 was implemented on an interim basis until a bespoke digital solution will be fully developed during 23/24. As a result of this extended timeline, the project is being carried forward as an improvement project in the 23/24 Performance Improvement Plan. Work on this project is underway and further updates will be captured in the quarterly monitoring reports on the Performance Improvement Objectives for 23/24.

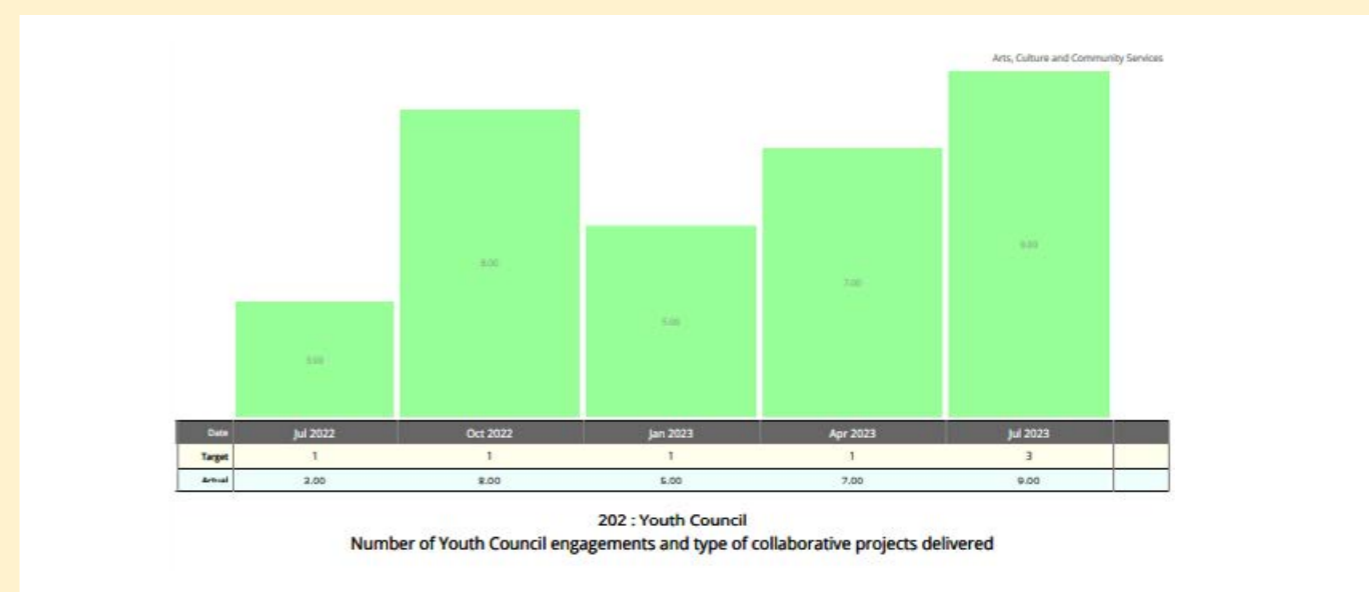
KPI Reference 219; This KPI refers to Community Conversations in Drumbo and the development of a village plan. The Community Conversation for Drumbo was planned to take place in Q4 of 22/23,

## Self-imposed KPI'S

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 Achieve the pre Covid-19 annual target of 4000 people taking out membership of our leisure facilities	850,000 4000	1,094,166 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%	↑

14 self-imposed KPIs were based on measurement in year, 10 were achieved by the end of March therefore 71% of our self-imposed KPIs scheduled for completion at the end of the financial year were achieved. There are plans in place to address the remaining 4 KPIs during the year ahead that were not achieved during 22/23.

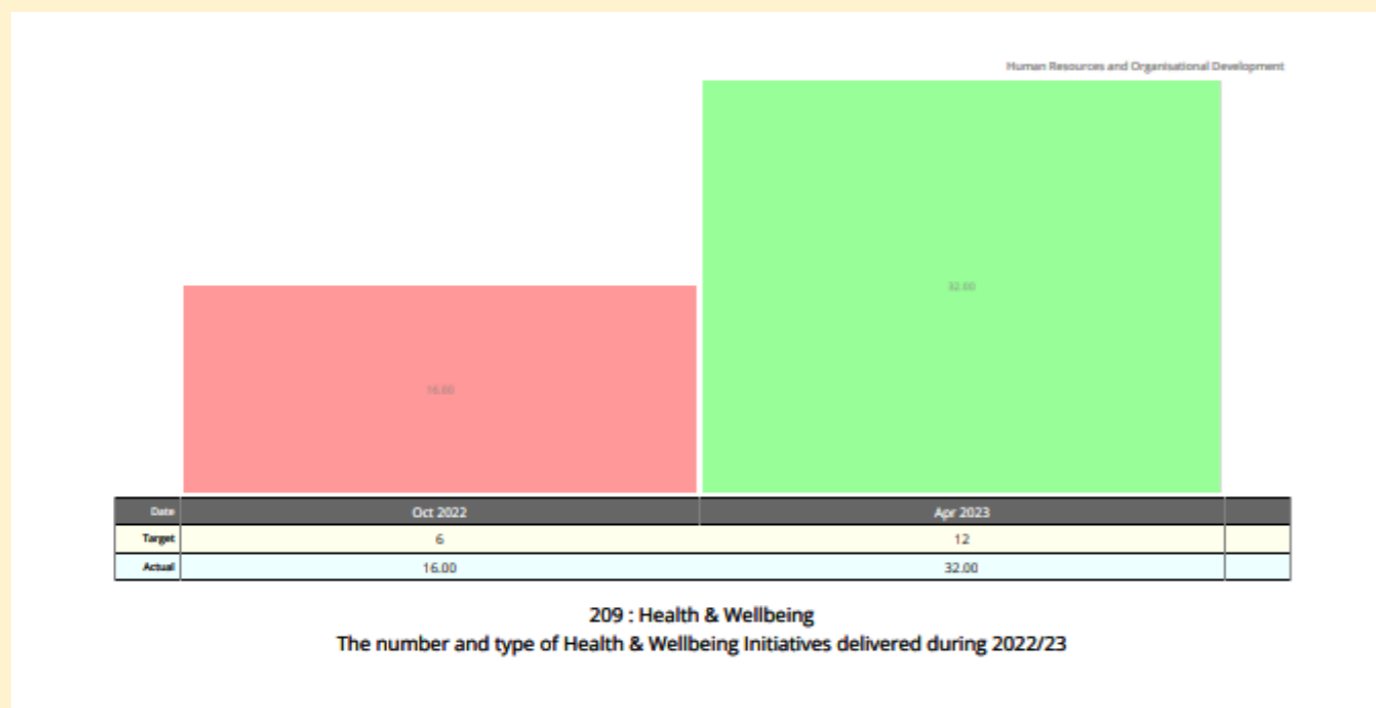
There were notable improvements during 22/23 under each of the themes of the Corporate Plan as is shown in the following points. *Trend analysis is provided where available.*



1. Children & Young People – this KPI relates to the number of youth council engagements. The target was achieved for the past two years but in 22/23 the target was exceeded by 400%. As a result a revised target of 12 engagements has been set for 23/24. This reflects the Council’s commitment within its Corporate Plan theme to continue its focus on engaging with children and young people. *See trend chart above*

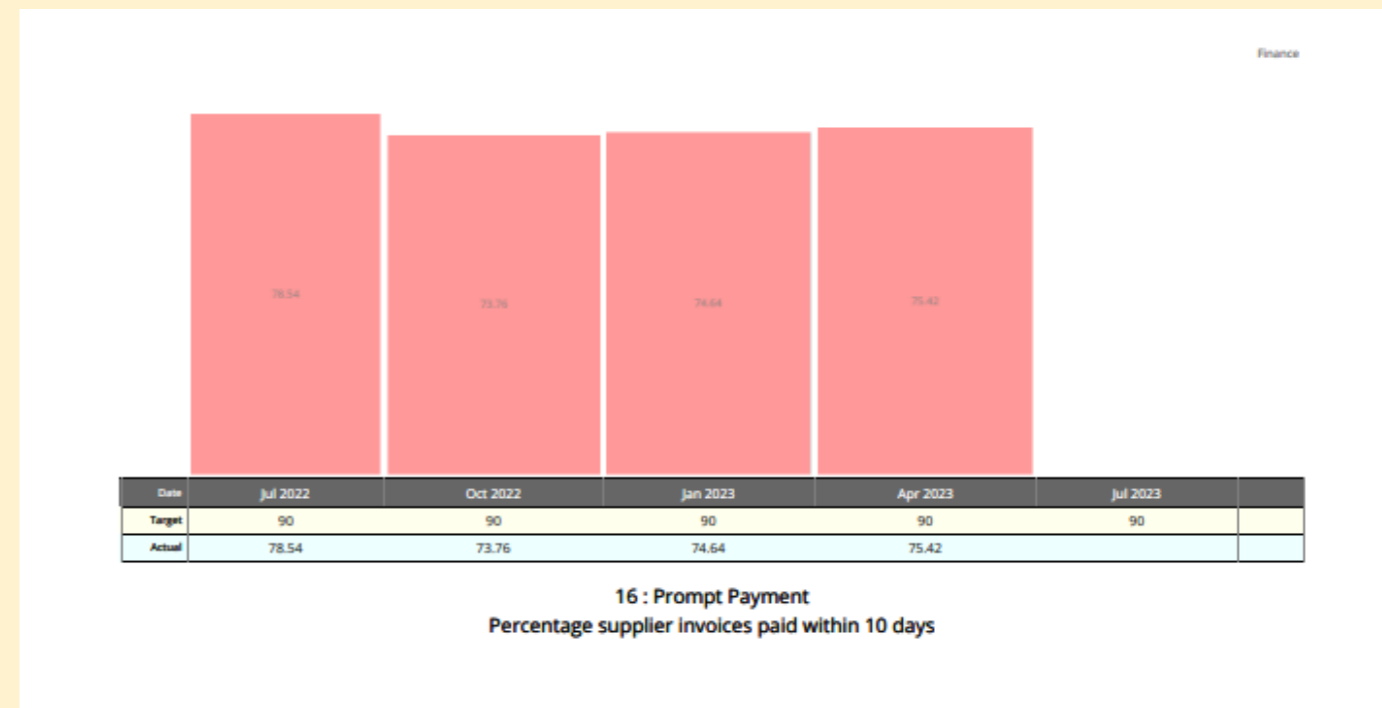
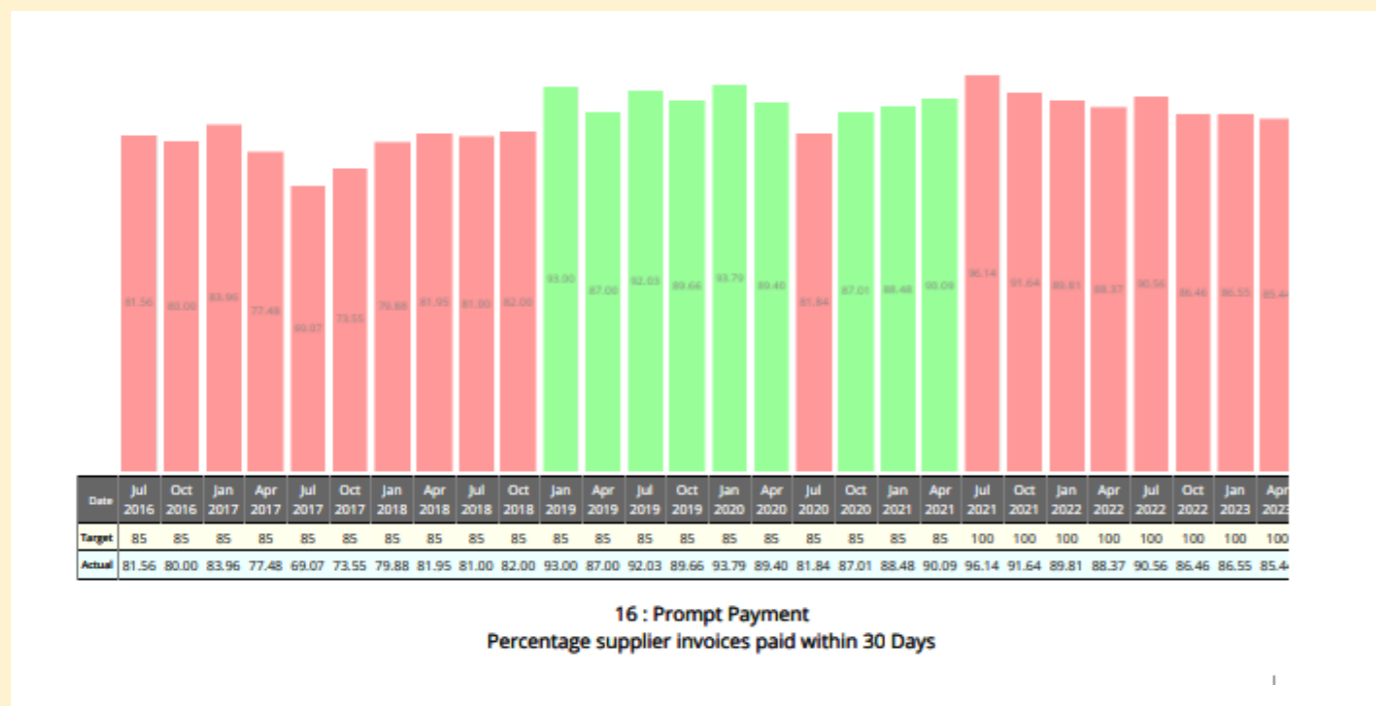
2. Leading Well – one of the KPIs under this theme relates to the number of Health & Wellbeing initiatives being delivered for staff during 22/23. Council doubled the number of initiatives provided in 22/23 compared with the

previous year, this equates to an increase of 100% in two years. This is evidence of Council’s commitment to the Health & Wellbeing of its staff as well as citizens.

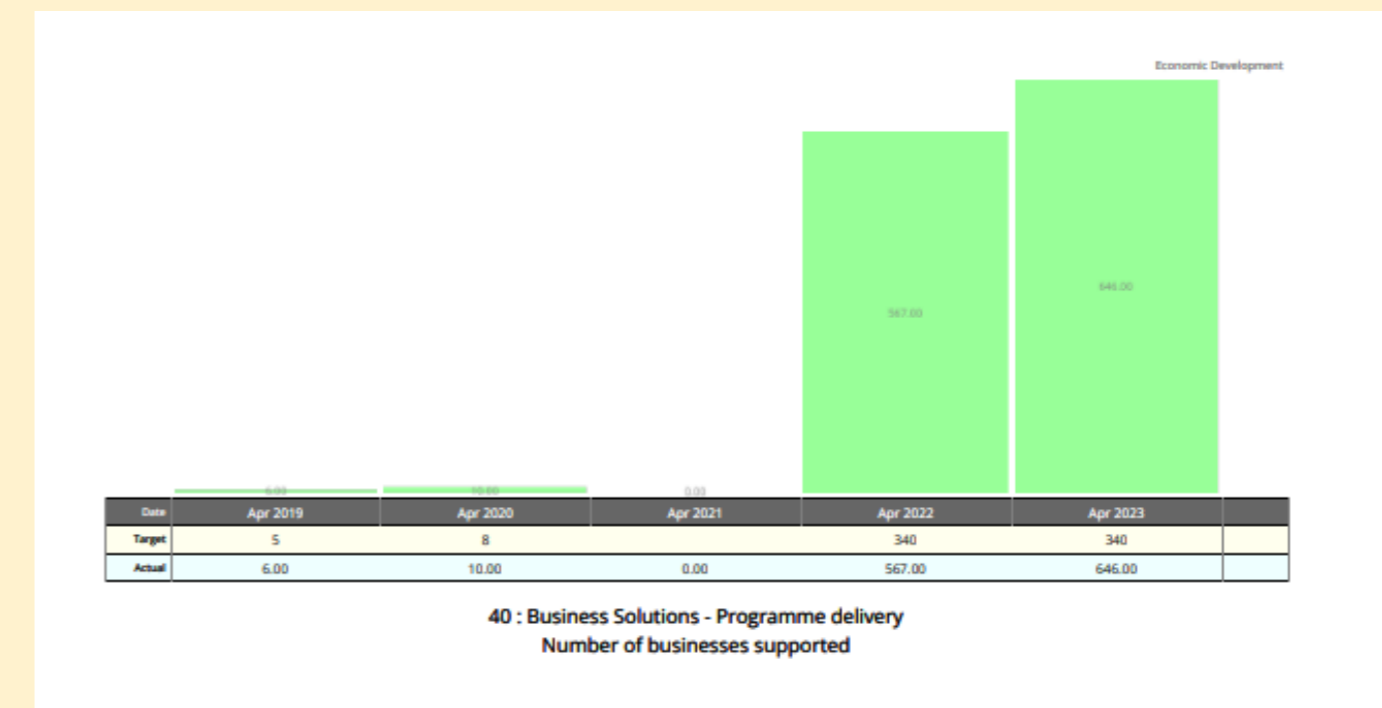


In the case of the prompt payments there had been a significant improvement up until 2021. Performance in this area declined during 22/23 and achievement of the targets will continue to be challenging until the implementation

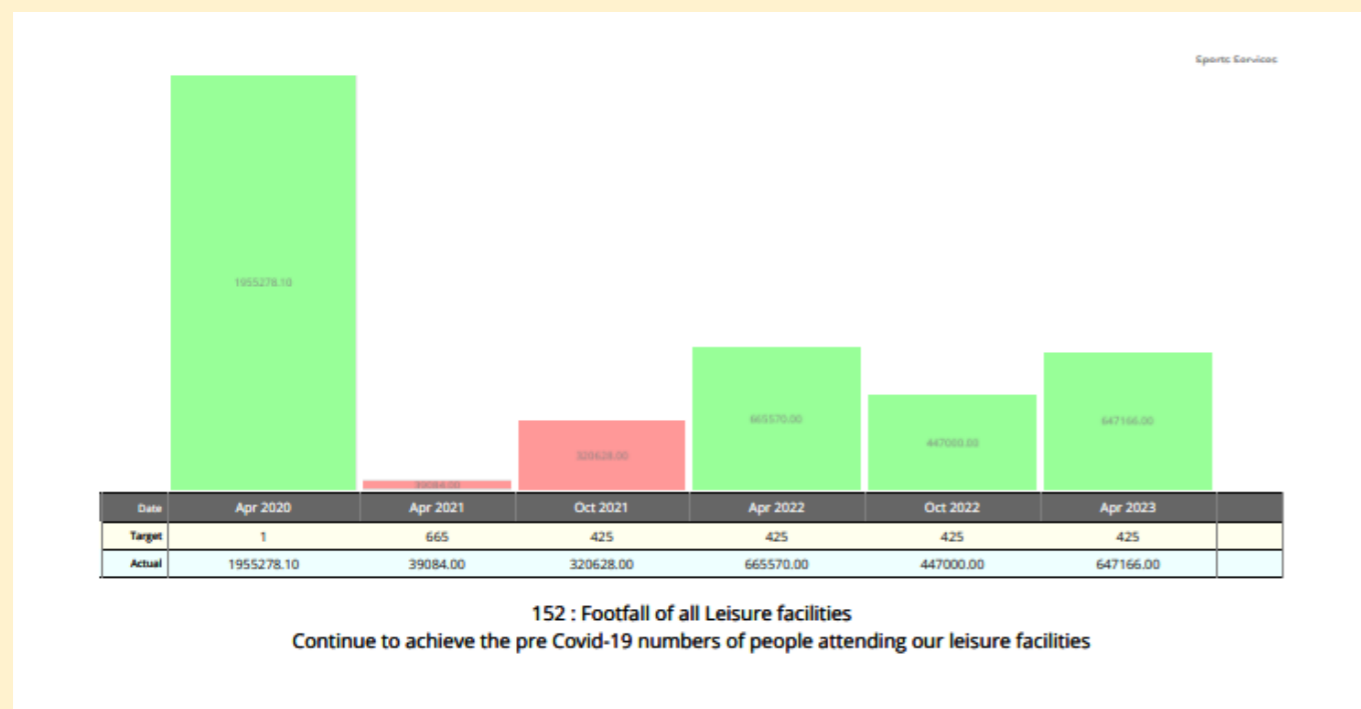
of a new finance system. The new system is currently at implementation stage. This will significantly improve our performance in this area in the year ahead.



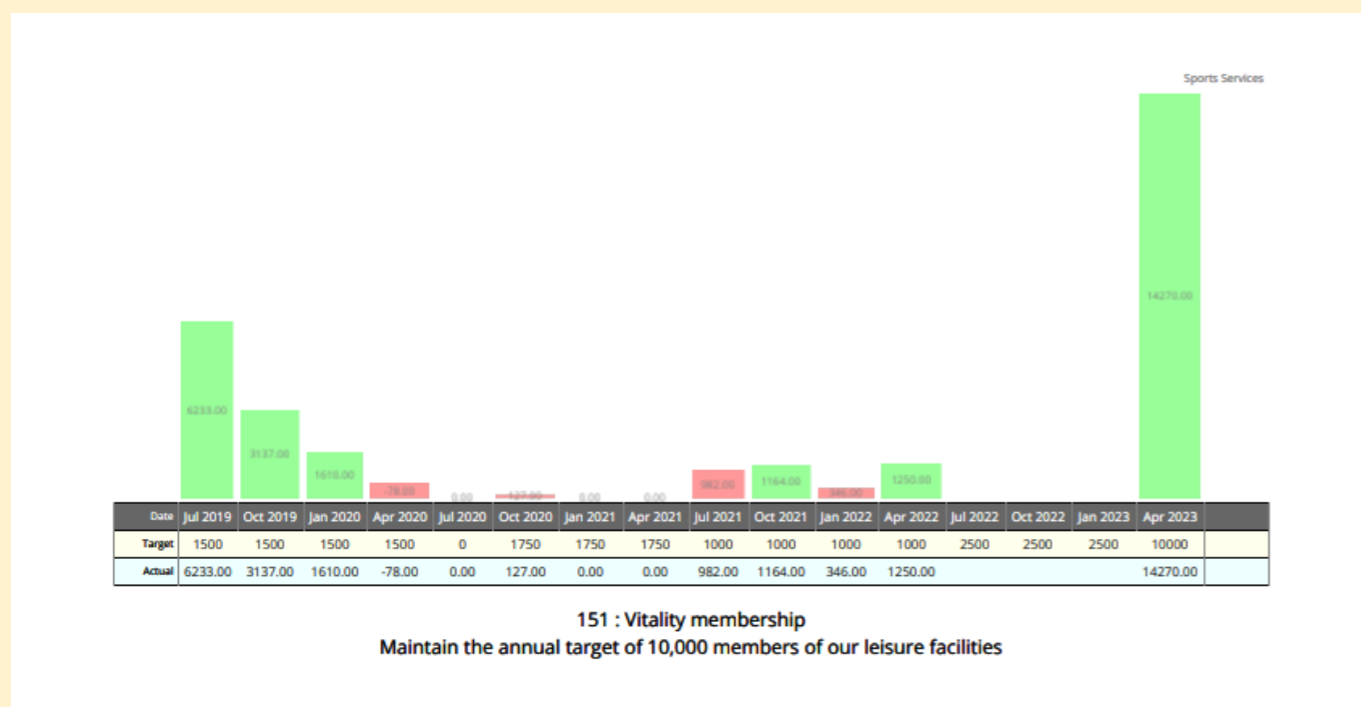
3. The Economy – under this theme one of the areas of focus was on the number of businesses supported through the mentoring programme. Over the past two years the target has been increased by 14% which can be seen from the trend chart.



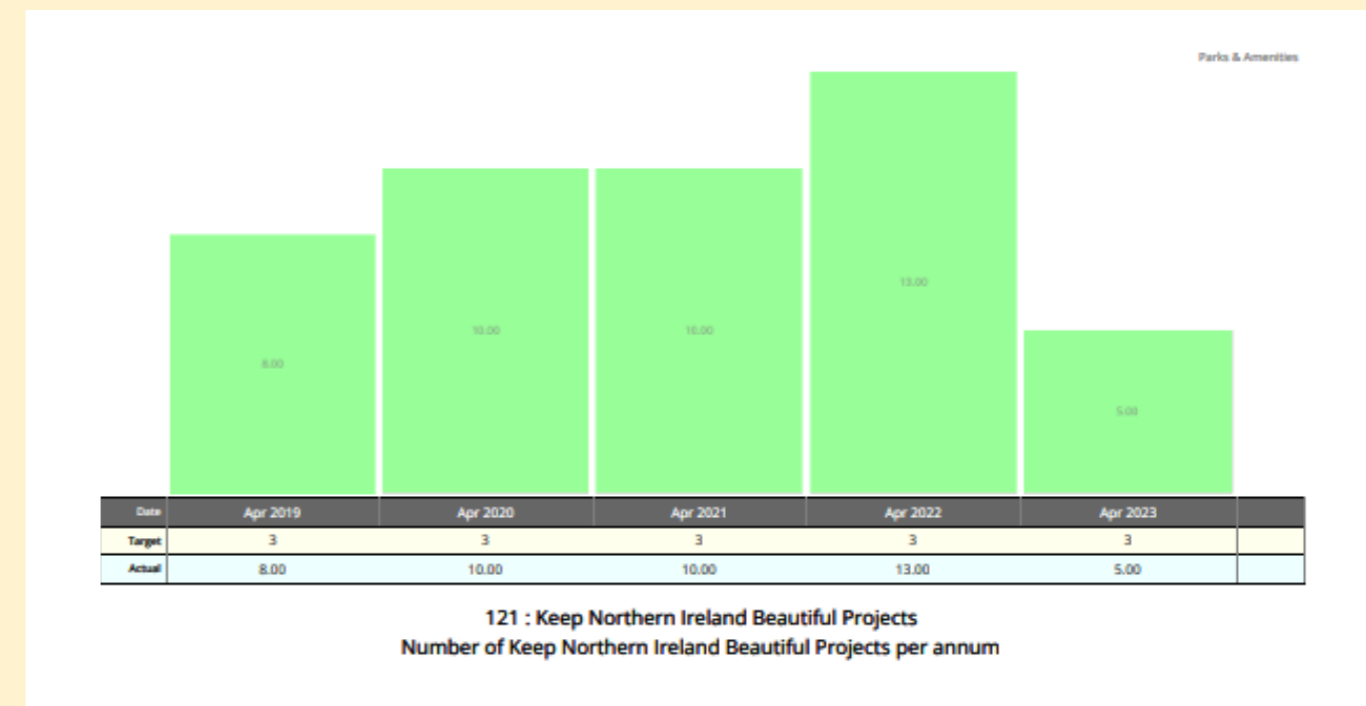
4. Health & Well-being – this is a long term objective and as a Council we have been focussed on this over the past few years especially in light of recovery from the pandemic. Footfall in our leisure facilities is continuing to increase and return to pre-covid levels.



Membership of our leisure facilities has also seen a dramatic increase during 22/23 compared with performance in recent years and is demonstrating that membership is returning to pre-covid levels.



5. Where we live - under this theme Council has measured the number of 'Keep NI Beautiful' Projects over the past 5 years. The trend chart shows how this target continues to be exceeded each year.



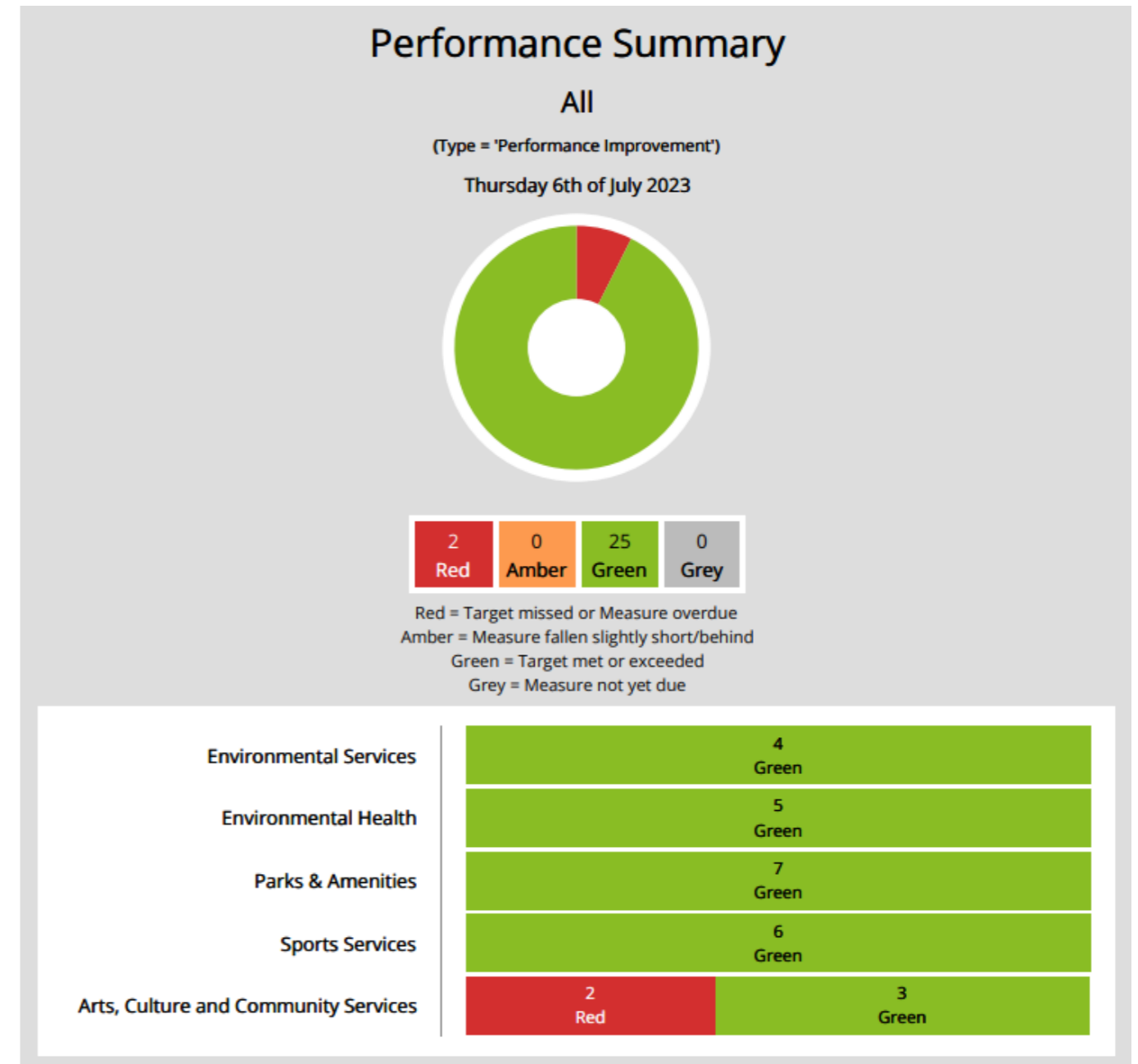
6. Our Community – Within this theme Council can demonstrate improvement in areas of customer satisfaction in relation to community facilities such as; Community Centres, the Island Arts Centre and Irish Linen Centre Lisburn Museum. This is an excellent achievement over the past three years as it reflects how they adapted during and post the pandemic to offer virtual access to their services and their ability to reopen facilities post pandemic.



# Appendix 1 – Performance Improvement KPIs



Appendix 2 provides a detailed breakdown of how the Council performed against each self-imposed KPI, including explanatory notes where necessary. The KPIs were analysed on a quarterly basis (where possible).





ENVIRONMENTAL HEALTH		DUE 30TH JUN 22		
216 : Entertainment Licensing & Events Guidance Availability of guidance online	Entertainment Licensing guidance available online	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes:				

ENVIRONMENTAL HEALTH		DUE 1ST APR 23		
216 : Entertainment Licensing & Events Guidance Availability of guidance online	Online Entertainment Licensing guidance reviewed annually	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes: Officers will review Entertainment Licensing guidance available online and update/amend as required.				

ENVIRONMENTAL HEALTH		DUE 1ST APR 23		
216 : Entertainment Licensing & Events Guidance Availability of guidance online	Customer engagement to assess accessibility to online Entertainment Licensing guidance	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes: 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.				

ENVIRONMENTAL HEALTH		DUE 1ST APR 23		
216 : Entertainment Licensing & Events Guidance Availability of guidance online	Events guidance available online	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes: Event information and links are available within the Safety Advisory Group (SAG) section of the website. The links are to other websites which provide useful information and advice on event safety.				

ENVIRONMENTAL HEALTH		DUE 1ST APR 23		
216 : Entertainment Licensing & Events Guidance Availability of guidance online	Online events guidance reviewed annually	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes: Officers will review Event guidance available online and update/amend as required.				

ENVIRONMENTAL SERVICES		DUE 30TH JUN 22		
191 : Online services Impact of the services available online within the Environmental Services Directorate	Usage of the 8 services available online within the Environmental Services Directorate	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes:				

ENVIRONMENTAL SERVICES		DUE 30TH JUN 22		
191 : Online services Impact of the services available online within the Environmental Services Directorate	Development of the customer engagement methods	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes:				

ENVIRONMENTAL SERVICES		DUE 30TH SEP 22		
191 : Online services Impact of the services available online within the Environmental Services Directorate	Customer engagement carried out	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes:				

ENVIRONMENTAL SERVICES		DUE 1ST APR 23		
191 : Online services Impact of the services available online within the Environmental Services Directorate	Report on outcomes of customer engagement and detail any improvements made or recommended	TARGET Yes	ACTUAL Yes	STATUS Green
TARGET	Yes			
ACTUAL	Yes			
Notes:				

PARKS & AMENITIES		DUE 1ST APR 23		
187 : Biodiversity Projects Number of biodiversity projects delivered during 2022/23	Number of biodiversity projects delivered during 2022/23	TARGET 5	ACTUAL 36	STATUS Green
TARGET	5			
ACTUAL	36			
Notes: 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	Number of participants in the biodiversity projects	TARGET 100	ACTUAL 1538	STATUS <b>Green</b>
TARGET	100			
ACTUAL	1538			
<p><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.</p>				

PARKS & AMENITIES		DUE 1ST APR 23		
189 : CSAW programmes CSAW programme KPIs	Number of CSAW programmes delivered during 2022/23	TARGET 30	ACTUAL 81	STATUS <b>Green</b>
TARGET	30			
ACTUAL	81			
<p><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</p>				

PARKS & AMENITIES		DUE 1ST APR 23		
189 : CSAW programmes CSAW programme KPIs	Number of CSAW programme participants during 2022/23	TARGET 450	ACTUAL 1770	STATUS <b>Green</b>
TARGET	450			
ACTUAL	1770			
<p><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,</p>				

PARKS & AMENITIES		DUE 1ST APR 23		
213 : Sustainability Projects Woodland & Horticulture programmes	Number of woodland programmes	TARGET 20	ACTUAL 42	STATUS <b>Green</b>
TARGET	20			
ACTUAL	42			
<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	Number of horticulture programmes	TARGET 20	ACTUAL 22	STATUS <b>Green</b>
TARGET	20			
ACTUAL	22			
<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	Number of participants	TARGET 500	ACTUAL 1537	STATUS <b>Green</b>
TARGET	500			
ACTUAL	1537			
<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	Consultant appointed	TARGET Yes	ACTUAL Yes	STATUS <b>Green</b>
TARGET	Yes			
ACTUAL	Yes			
<p><b>Notes:</b></p>				

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

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

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

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 Green
TARGET	Yes			
ACTUAL	Yes			
Notes: The results of the Vitality research and the associated focus groups have helped review and improve customer service.				

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 Green
TARGET	60			
ACTUAL	98			
Notes: 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				

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 Green
TARGET	45			
ACTUAL	62			
Notes: 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				

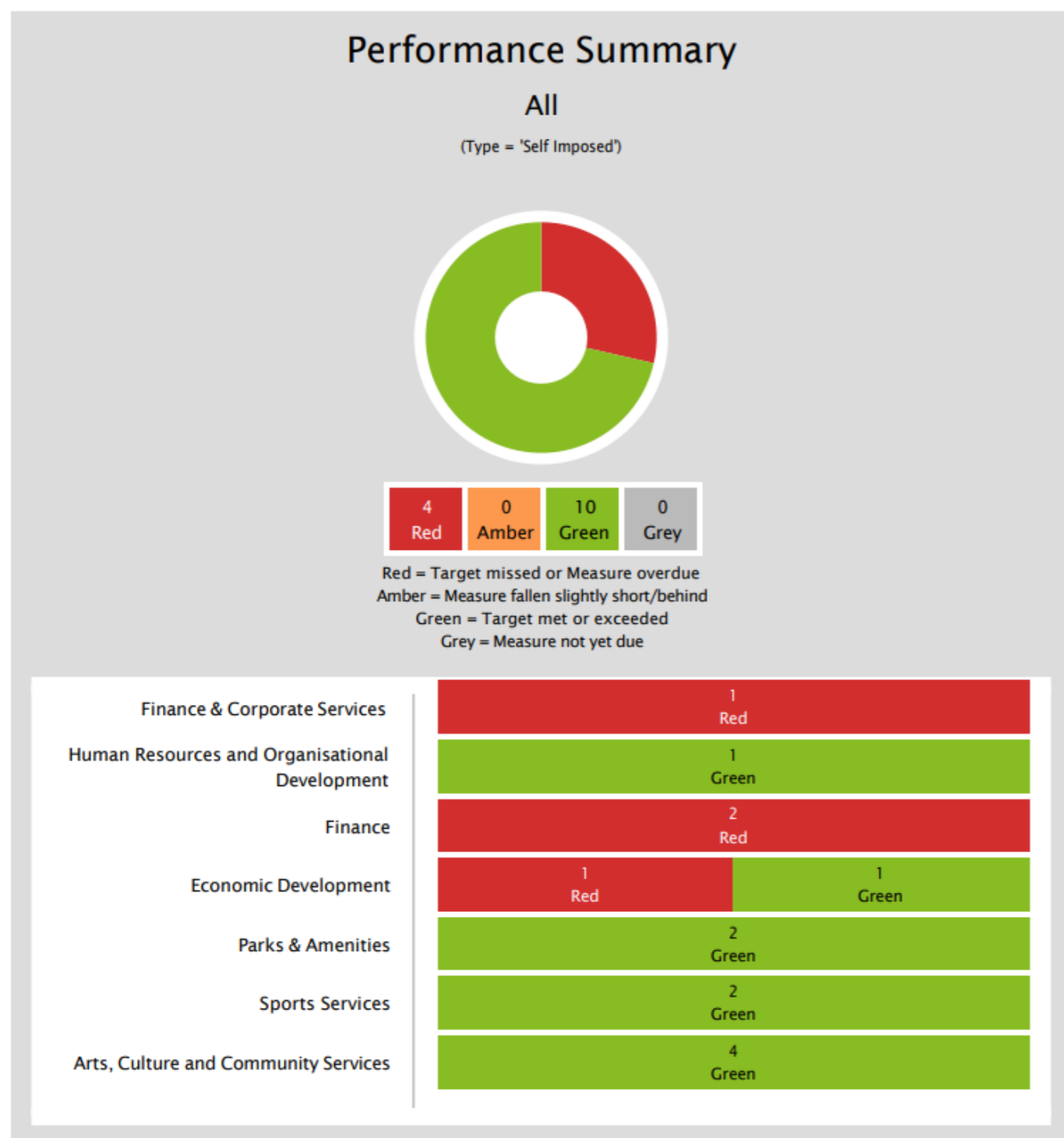
ARTS, CULTURE AND COMMUNITY SERVICES		DUE 1ST APR 23		
218 : Grant Aid Digital Grant Aid System A digital grant aid system has been launched		TARGET Yes	ACTUAL No	STATUS Red
TARGET	Yes			
ACTUAL	No			
Notes: An electronic application form for grant aid has been implemented on an interim basis until a 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.				

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

ARTS, CULTURE AND COMMUNITY SERVICES		DUE 1ST APR 23		
219 : Community Conversations In Anahilt & Drumbo Village plan developed for Drumbo by end of March 23		TARGET Yes	ACTUAL No	STATUS Red
TARGET	Yes			
ACTUAL	No			
Notes: 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.				



# Appendix 2 – Self Imposed Key Performance Indicators (KPIs)



FINANCE & CORPORATE SERVICES					DUE 1ST APR 23		
211 : Organisational Absence LCCC Organisation - The average number of working days lost due to absences reducedRolling Year Absence					TARGET 12	ACTUAL 14.11	STATUS Red
TARGET	12	12	12	12			
ACTUAL	10.97	12.60	13.82	14.11			
Notes: 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&OD are undertaking a review of absence in Council and all attendance and wellbeing policies.							

HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT					DUE 1ST APR 23		
209 : Health & Wellbeing Health & Wellbeing InitiativesThe number and type of Health & Wellbeing Initiatives delivered during 2022/23					TARGET 12	ACTUAL 32	STATUS Green
TARGET	12						
ACTUAL	32						
Notes: 8 events were held during Q1 and a further 8 were held in Q2. The Wellbeing focus for July was Family Health. As part of this a number of initiatives were advertised through StayWell including, Parents Guide – School Transitions, Building Resilience – Top Tips for Parents, Is Your Child Ready for Social Media and Action Mental Health – Resources for Young People. In August the Council promoted Psoriasis Awareness month, cycling to work, protecting the environment. In September the Council promoted a zoom 'Workshop for Families dealing With School Changes - Dealing with Transitions'. 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							

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	90.56%	86.46%	86.55%	85.44%			
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	78.54%	73.76%	74.64%	75.42%			
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%.							



ECONOMIC DEVELOPMENT		DUE 1ST APR 23		
40 : Business Solutions - Programme delivery Led business mentoring support programmes enabling local businesses to access essential and responsive business knowledge and expertise in relevant areasNumber of businesses supported	TARGET	ACTUAL	STATUS	
	340	646	Green	
TARGET	340			
ACTUAL	646			
Notes:				

ECONOMIC DEVELOPMENT		DUE 1ST APR 23		
44 : Rural Development Planned Programmes Rural InvestmentNumber of businesses and public sector organisation supported	TARGET	ACTUAL	STATUS	
	35	19	Red	
TARGET	35			
ACTUAL	19			
Notes: 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				

PARKS & AMENITIES		DUE 1ST APR 23		
121 : Keep Northern Ireland Beautiful Projects Number of Keep Northern Ireland Beautiful Projects per annum Number of Keep Northern Ireland Beautiful Projects per annum	TARGET	ACTUAL	STATUS	
	3	5	Green	
TARGET	3			
ACTUAL	5			
Notes: See attachment for overall LCCC success				

PARKS & AMENITIES		DUE 1ST APR 23		
86 : Green Flag Award Maintain the Green Flag Award for 2 parksMaintain the Green Flag Award for 6 parks	TARGET	ACTUAL	STATUS	
	Yes	Yes	Green	
TARGET	Yes			
ACTUAL	Yes			
Notes: Seven (7) Green Flag Awards granted on 26 July 2022 to: Billy Neill MBE Country Park, Moat Pk, Castle Gardens, Wallace Pk, Moira Demesne, Sir Milne Barbour Park. and Bells Lane Allotments. Billy Neill MBE Country Park was also Highly Commended in the Pollinator Award				

SPORTS SERVICES		DUE 1ST APR 23		
151 : Vitality membership Annual target of 10,000 Vitality members per yearMaintain the annual target of 10,000 members of our leisure facilities	TARGET	ACTUAL	STATUS	
	10,000	14,270	Green	
TARGET	10,000			
ACTUAL	14,270			
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 facilitiesContinue to achieve the pre Covid-19 numbers of people attending our leisure facilities	TARGET	ACTUAL	STATUS	
	425,000	647,166	Green	
TARGET	425,000			
ACTUAL	647,166			
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.				

ARTS, CULTURE AND COMMUNITY SERVICES		DUE 1ST APR 23		
1.2 : Customer Satisfaction % Customer Satisfaction with Unit Facilities - Community Centres	TARGET	ACTUAL	STATUS	
	85%	99%	Green	
TARGET	85%			
ACTUAL	99%			
Notes:				

ARTS, CULTURE AND COMMUNITY SERVICES		DUE 1ST APR 23		
1.2 : Customer Satisfaction % Customer Satisfaction with Unit Facilities - Island Arts Centre	TARGET	ACTUAL	STATUS	
	85%	99%	Green	
TARGET	85%			
ACTUAL	99%			
Notes:				

ARTS, CULTURE AND COMMUNITY SERVICES		DUE 1ST APR 23	
1.2 : Customer Satisfaction % Customer Satisfaction with Unit Facilities - Irish Linen Centre Lisburn Museum		TARGET 85%	ACTUAL 100% STATUS Green
TARGET	85%		
ACTUAL	100%		
Notes:			

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
TARGET	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)			

# Feedback and Review

If you would like further information or if you wish to get in touch, please do so by one of the following methods:

**Website:**  
[www.lisburncastlereagh.gov.uk/performance-improvement](http://www.lisburncastlereagh.gov.uk/performance-improvement)

**Telephone:**  
 Performance Improvement Officer on 028 9244 7415

**Email:**  
[performance@lisburncastlereagh.gov.uk](mailto: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

# Performance Improvement Report

2022/23







**Summary**

# Performance Improvement Report

2022/23



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**Summary**

# Performance Improvement Report

2022/23

# Executive Summary



## SECTION 1

# Introduction

### Context:

This document presents the results of the Council's Self-Assessment in discharging its general duty under Part 12 of the Local Government Act (Northern Ireland) 2014 in relation to performance improvement arrangements. It sets out an assessment of the Council's performance against the following requirements:

- Performance improvement objectives set out in the 2022/2023 Performance Improvement Plan;
- Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste for 2022/2023, including comparison with the previous two years; and
- Performance information on self-imposed indicators and standards collected during 2022-2023.

The publication of this information fulfils in part the Council's statutory requirement under Part 12, Section 92 of the Act.

## SECTION 2

# Performance Improvement Objectives

## Objective 1:

### What difference did we make? Case Studies

The aim of the first Performance Improvement Objective (We will continue to improve our citizen engagement methods and simplify processes for contacting the council) was:

- To deliver excellent and easily accessible public services, improve customer service and satisfaction;
- To improve efficiency and effectiveness of public service delivery, offering ratepayers better value for money;
- To provide improved insight and management reporting, supporting better and more informed decision-making;
- To embrace the use of digital technology to improve efficiency and increase customer access to services;
- To deliver a high performing Council through digital transformation.

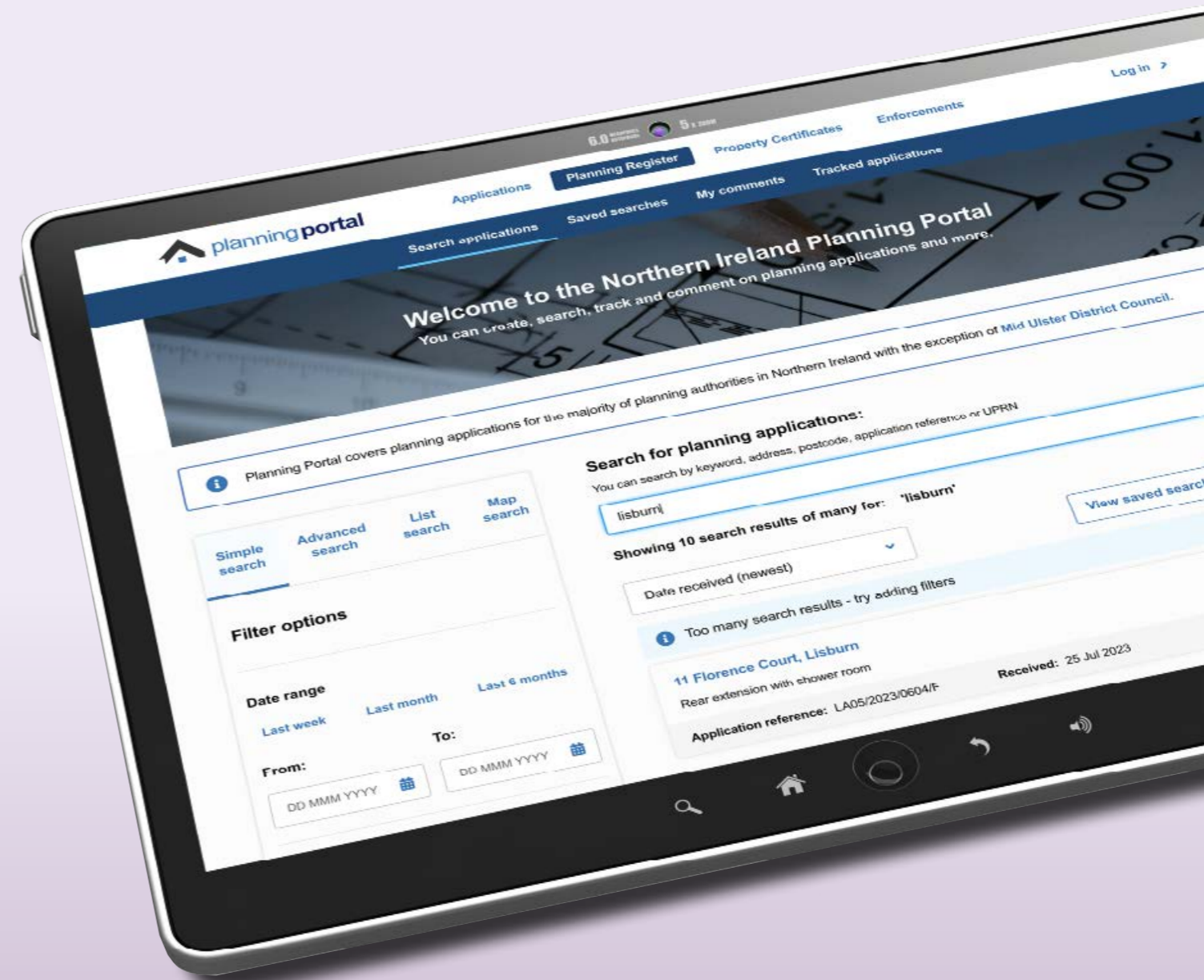
## Highlights included:

### Environmental Services Outcomes

The Building Control and Environmental Health Units of the LCCC Environmental Services Department held a number of customer forum events during September 2022 to identify user experience and satisfaction with the current online service provision from the service units.

The online service provision currently includes:

- Online Property certificate application
- Online Building Notice application
- Online Dog Licencing application
- Online Regularisation application





The following feedback, comments and improvement suggestions were collated by the Building Control and Environmental Health officers and their potential was investigated.

### 1. Solicitors Forum - User Experience:

Solicitors identified a high level of satisfaction with the online property certificate submission service and its development (95% approval).

#### User Comments:

- "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."
- "The turnaround times and responses are excellent."

#### User improvement suggestions

- In response to the user group suggestion, suspense account opportunities have been promoted and communicated to conveyancing solicitors as a business opportunity
- An improvement to the upload for map imaging is being developed in association with our IT provider
- The inclusion of the address of the property certificate on the receipt email is being developed in association with our IT provider
- 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.

### 2. Architects Forum - User Experience:

Architects expressed a high level of satisfaction with the Building Notice online provision (90% approval).

Online plan submission remains the greatest improvement suggested to improving the service provided by LCCC.

#### User Comments

- "The Building Notice online service is excellent for small works."
- "The service is very user friendly, quick and easy and very efficient."

### User improvement suggestions

- The development of an online plan submission service is being considered in conjunction with our IT provider and other Local Authority Building Control Services.
- The development of online plan submissions may be trialled for small scale jobs that require a full plans application to test how working practices are suitable during 2023
- The development of an online help section and job tracker option is being investigated with our IT provider.

### 3. Developers, Agents and Homeowner Forum - User Experience:

Customers identified a very high level of user satisfaction with the online services identified (96%). The ability to conduct business and make applications from the office/home was considered to be a very efficient and effective development from LCCC.

#### The following are a few examples of some direct feedback from the customer engagement that were received during 2022/23:

“The Building Notice online service is excellent for small works. The service is very user friendly, quick and easy and very efficient.”

“The online Regularisation service was fantastic given the need to get a fast turnaround when the works could be inspected and approved prior to a house sale”

“Dog licensing online is a great service. It saved me a lot of time and was extremely easy to use.”

“The ability to submit multiple Building Notice applications online at the same time and to pay electronically is an excellent service and a great time saving outcome”

“The online service was easy to use and helped me progress my application very smoothly”

“Excellent use of resources by LCCC that provide efficient outcomes...well done!”

“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.”

“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 and receive my completion certificate electronically. This is a great service”



## Online Waste Management Information

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

Period	Number of Binformation Subscribers	+/- change
April - June 2022	1375	+321
July - Sept 2022	3306	+1931
Oct - Dec 2022	3966	+660
Jan - 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.



## Communities Outcomes

**Participatory Budgeting case studies** - During 2022/23 various Participatory Budgeting Initiatives were launched in the Council area. Below is a case study of one of the successful projects.

**Moira Players** – funding for new lighting equipment. Moira Players secured funding 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.

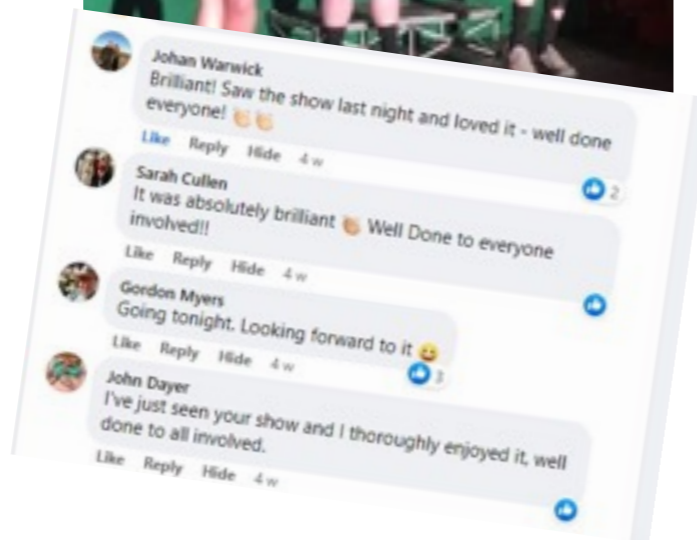
The enhanced lighting has improved the overall experience for audiences and has added to the professionalism of their productions.

In May 2022 Moira Players delivered four performances of 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 of comments).

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 had a positive effect 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.



## 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.

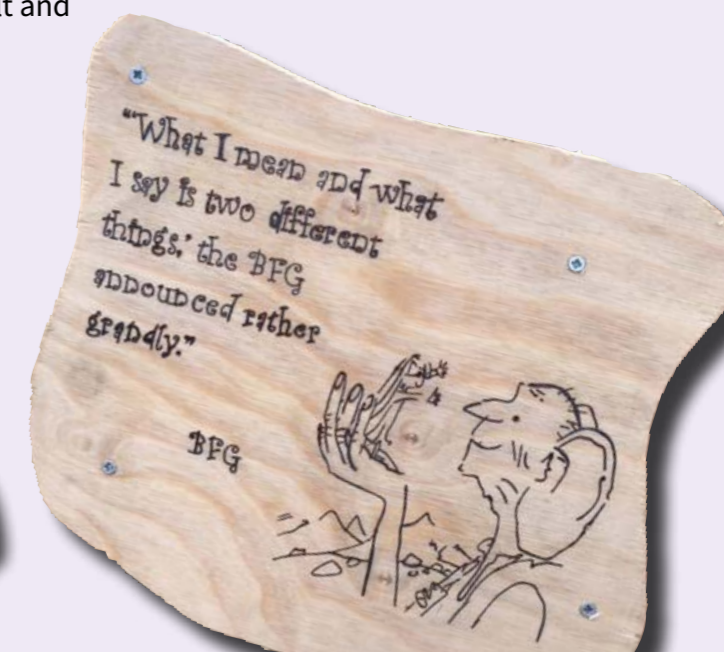
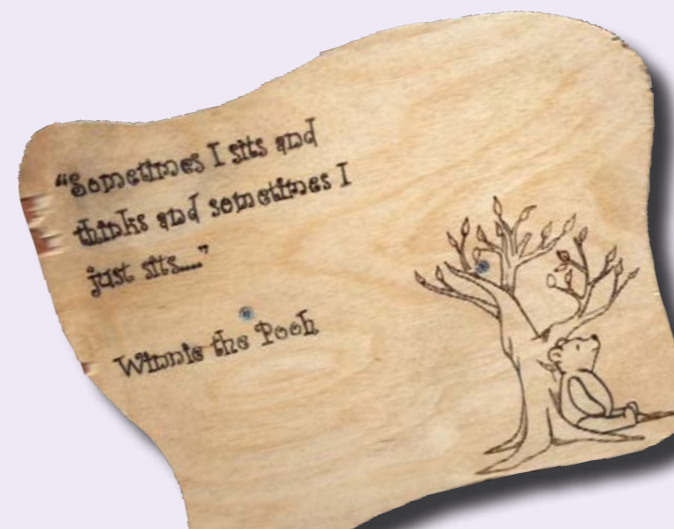
The attendees were divided into groups to analyse four specific key locations within the village by completing the Place Game questionnaire and discussing potential opportunities within the group.

The following four key locations were identified and analysed:

1. Crossroads
2. Primary School
3. Play Group
4. Shops

Residents of the village were also asked to share their opinions on the four main village entrance sights. Information and feedback was gathered on the night by council officers and converted into an achievable action plan. This was presented to the community on Monday 27th June 2022, one week after the original consultation evening.

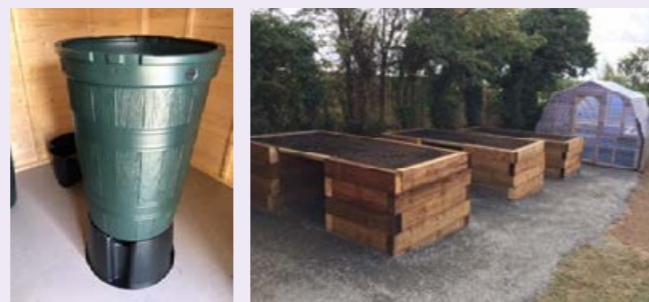
The Village Plan and Action Plan was completed during 2022/23 and has been agreed with Anahilt and Magheraconluce Community Association.





Update on how the Village Plan is being delivered in Anahilt is shown in photos:

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)
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 Objective 2:

The aim of the second Performance Improvement Objective (We will continue to deliver Council led activities that seek to maintain and improve physical and mental health and wellbeing for our citizens) was:

### Sports Services

The aim of this Performance Improvement Objective was:

- To contribute to the achievement of the outcome of our Community Plan that we live healthy, fulfilling and long lives
- To deliver an attractive range of programmes to encourage people of all ages and abilities to participate in and enjoy regular physical activity, sustaining good physical and mental health
- To provide safe, accessible leisure and sports facilities, endorsing pathways to sports for all
- To deliver high quality, cost effective services that meet people's needs making use of new approaches to continual

improvement, innovation and performance management

- To ensure that:
  - Children and young people are physically active and enjoy good mental health
  - 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 and connected
  - People of all ages are more physically active more often.



# CASE STUDIES

## Sports Services

Some highlights include the following:

### Sports Services - Vitality Membership Scheme Feedback Survey 2022

**81%**

of respondents were attracted to join Vitality as they felt it was **'Good Value for Money'**.



**86%**

of respondents feel the scheme has the potential to encourage people to be more active.



**61%**

feel it is easier for their family to do physical activities together.



**68%**

feel it is much easier to be physical active across the Council area.



**60%**

are more aware of the benefits of physical activity.



**73%**

of respondents feel due to Vitality they/their family will be able to continue to be physically active in the **long term**.



**68%**

are more confident they can be healthier through activities available in the Vitality membership scheme.



## Vitality Membership Scheme – Feedback Survey 2022 – Testimonials

“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 with benefits our long-term health and helps keep us on track for our goals.”

“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 and that we would be so much more engaged with each other. Over the past two years a family has grown and we now have three children. The membership continues to be a vital part of our monthly outgoings 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 my wife to use the facilities for the gym and classes going 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.”

“Having reached 67, I had two 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 I 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 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 that I looked up aqua fit classes and later joined vitality for easy booking online. I have now lost two stone and try to go every week and I am looking at other classes I might try.”

“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 has filled the void left after retiring this is something I value very much for mental well-being.”



### Parks & Amenities

A lot of great work took place during 22/23 to improve the physical, mental and emotional wellbeing of our citizens through a number of programmes to develop their horticultural skills and helping them understand the benefits of healthy eating.

The following are some highlights and customer testimonials.

### Schools Horticulture Programme

We continued on with our schools horticulture programme after having attended two Primary Schools in September. During October/November we attended a further 5 Primary Schools as well as 2 Nursery Schools who we provided with two horticulture sessions each. The sessions was delivered by the Conservation Volunteers. The sessions changed depending on age of the children, facilities and weather. Activities included in the sessions we provided was working in poly tunnels, weeding, planting, arts & crafts and bug hunts.

Maghaberry Primary School



Central Primary School



St Josephs Primary School Carryduff



Pond Park Nursery



St Colmans Primary School



Meadow Bridge Primary School





**C-SAW Physical Activity Programmes**

*Chair Based Exercise Programme*



*Pilates*



On Friday 13th 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.

On 30th 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 Programme*



*An 8 week horticulture programme for South Eastern Regional College Lisburn Campus Students was delivered. This group of students have various 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 6th and 13th March for the general public. On the 6th March we had a bird walk at Billy Neill Country Park and on the 13th March it was at Hillsborough Forest Park. On the 27th 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".

We held a Nutrition and Safety Roadshow on 22nd March for residents in the Lisburn and Castlereagh Council area over 60. We had a registered nutritional therapist deliver a talk on the digestive system. We had 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.



Nutrition & Safety Roadshow



Woodland programmes

A tree planting project was organised at Hill Street with the local community / residents / youth / police / councillors. Derriaghly Women's Institute planted 70 trees near McIlroy Park for the 70 year anniversary of the organisation. Trees were planted at Hillsborough roundabout with the Hillsborough Association and the Lord Lieutenant for the Queens canopy.

A stall was provided at the Mayor's family fun-day where members of the public were given the opportunity to plant their own tree seed and take it home to grow it with advice from our horticulturists.

There were three tree ID walks delivered by Parks & Amenities one in each of the following parks: Hillsborough, Glenmore and Moat Park.

Three local companies chose to have a volunteer day with ourselves two at Derriaghly Glen and one at Colby Park. The teams planted whips, woodland bulbs and trees. The companies

really enjoyed the experience and also the idea of 'Plant a tree, leave a legacy' and have kept details for future days.

Two volunteer sessions, from our volunteer network, one session clearing our new native tree nursery suite at Bells Lane allotments and a tree planting session at Derriaghly Glen 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.

A day of tree planting was organised 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 emotional day, it was very uplifting for all who attended and 31 mature trees were planted.





4 summer scheme groups from both Lagan Valley Leisureplex and Glenmore activity centre visited the Castlereagh Tree Nursey and planting tree seeds in root trainers and also took part in a tree identification walk.

**Biodiversity programmes**



**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 provided to promote peat-free compost and organic growing within the allotment plots.

During 2022/23 there were various schools visits where the Biodiversity Officer was invited to enhance areas for biodiversity within their school grounds. Classes joined in the sowing of wildflowers, making bird feeders, and participating in planting schemes.

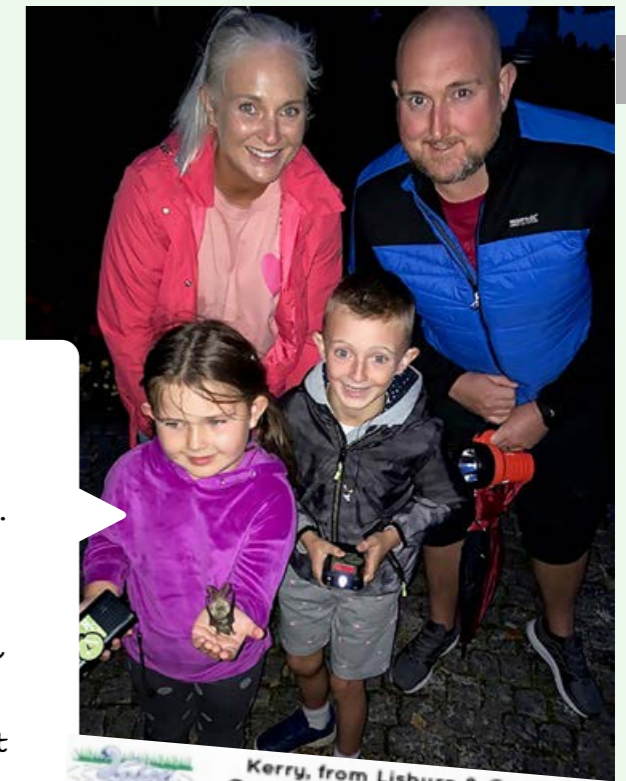


We had fun with the council learning to make Bird Cake

The Biodiversity officer also delivered bat talks within the schools as well as for the public. Bat Talks are about learning facts about bats and getting to see preserved bats up close followed with a walk around parks listening to bats using the Councils Bat detectors.

Feedback: I just wanted to give a quick follow up after the bat walk and talk on Wednesday night. What a fantastic evening. Cannot recommend it highly enough. All 5 of us had a wonderful time. We learnt so much that we had no clue about. Both my son and daughter were a bit afraid of bats when they hear them flying past our house at night so I thought this would be a great opportunity to have more of an understanding and to overcome their fear. Boy did it work - they are now all biz about bats and telling everyone about what they got up to Wednesday night.

Allowing us to use the bat detecting equipment and walking around in the dark with someone who knows what they are talking about and knowing where to look was such a delight and we just cannot believe how many bats we actually managed to see and hear.




Various litter picking events were arranged during the year including one with Students and teachers from SERC College, who joined the Biodiversity Officer and parks Staff in a litter pick starting at the Council Civic Offices along the Towpath. A total of 10 bags of rubbish were collected.





**SECTION 3**



# Statutory Indicators - Self Assessment

Lisburn & Castlereagh City Council is committed to meeting and, where possible, exceeding the standards set by central government departments through the following seven statutory performance indicators. Below are the results for 2022/23, the Council's data for 2021/22 and 2020/21 has also been included to show comparisons.

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
ED1	<b>The number of jobs promoted through business start-up activity.</b>   <i>[Business start-up activity means the delivery of completed client led business plans under the Department of Economy's Regional Start Initiative or its successor programmes.]</i>	85 (DfE) 116 (GfI)	106	129	113	<p>Target Achieved</p> <p>Northern Ireland Business Start Programme for NI launched in September 2017 as a collaboration between all 11 Councils. Job creation targets for the programme are being achieved Nationally.</p> <p>For LCCC this has resulted in 113 jobs being created in 2022/2023 versus a statutory indicator of 85. This remains well in excess of the statutory requirement. During 2021/2022 DfE carried out a consultation on the proposed Annual Statutory Target with a revised minimum target of 116 jobs for LCCC. In light of this, an increased Annual Target of 116 has been built into LCCC's Economic Development plans for 2022-2023 and will be managed by the Economic Development Unit.</p> <p>For 2022/2023 the Council is ranked 2nd place in NI in terms of jobs promoted versus this statutory target, this number of jobs is reflective of the council's total business base and number of population within the Council area who are economically active.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2021/22 result
			2020/21	2021/22	2022/23	
P1	<b>The average processing time of major planning applications.</b>   <i>[An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)]</i>	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.	79.7 weeks	106 weeks	87.2 weeks	<p>The average processing times for major applications for all Councils was reported in the Annual Statistical Bulletin 2022/23 as 57.8 weeks. This represents an increase of 8.0 weeks for all Council Areas when compared to the average processing time in 2021/22 of 49.8 weeks.</p> <p>Performance within LCCC for the 2022/23 period was 87.2 weeks compared to 106.8 weeks the previous year. This was an improvement of 19.6 weeks. A number of major applications decided in this period have been subject to section 76 planning agreements. This adds significantly to the overall processing time for applications and was not taken account into account by the Department when this key performance indicator was designed.</p> <p>It is the target of the Council to present at least one major application to Committee every month and there remains a continued focus on moving major applications through the planning system as soon as the process allows. The Council also demonstrated improved performance on the previous year and is working to streamline its consultation processes were it is known a legal agreement is required.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
P2	<p><b>The average processing time of local planning applications.</b> </p> <p><i>[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)]</i></p>	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks.	23.8 weeks	16.2 weeks	32.7 weeks	<p>The average processing times for local applications for all Councils was reported in the Annual Statistical Bulletin 2022/23 as 19 weeks. This represents an increase of 1.8 weeks compared with the 2021/22 average of 17.2 weeks. Performance within LCCC for the 2022/23 period was 32.7 weeks compared to 16.2 weeks the previous year. There was increased average processing time of 16.5 weeks.</p> <p>The ability to achieve good performance was constrained by a number of factors including a number of legal challenges that required the Council to pause and review a number of local applications under consideration. This had a knock on effect of moving a number of applications into the older category of more than twelve months. An increased proportion of older applications being issued during the year is reflected in the year end statistics.</p> <p>It should be noted however that the Council processed more applications on a pro-rata basis than in the previous year despite the challenges described above.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
P3	<p><b>The percentage of enforcement cases processed within 39 weeks.</b> </p> <p><i>[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).]</i></p>	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.	83.6%	83.9%	83.9%	<p>There is no verified information available from the Department in the Annual Statistical Bulletin 2022/23. The new planning portal was not configured to allow this information to be generated on time for the report.</p> <p>The Council estimates on the basis of un-validated data that 83.9% of enforcement cases were still being concluded within 39 weeks. The target was still being achieved.</p>
W1	<p><b>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).</b> </p> <p><i>[Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)]</i></p>	50% household recycling by 2020	50.4%	49.7%	50.55% (unverified)	<p>LCCC has achieved a household waste preparing for reuse, dry recycling and composting rate, KPI of over 50%.</p> <p>This represents a return to performance comparable with pre pandemic levels however performance improvement is required to reduce landfill levels and increase municipal waste recycling rates, in line with the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) 2020.</p> <p>Ongoing work on harmonisation of kerbside dry recycling collections will help make a positive impact on household recycling rates moving forward however implementation is not likely to be until 2024/25.</p> <p>Validated 2022/2023 figures will be included in the NIEA NI Local Authority Collected Municipal Waste Statistics annual report when published later this year. (Approx. November 2023)</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
W2	<p><b>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste (BLACMW) that is landfilled.</b></p> <p><i>[Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]</i></p>	16,444 tonnes	15,967 tonnes	14,737 tonnes	14,240 tonnes (unverified)	<p>NILAS targets were set until 2019/20 so while there is no target for 2022/23 it is the expectation that levels of BLACMW should remain within the final year allowance.</p> <p>The validated 2022/2023 figure will be included in the NIEA NI Local Authority Collected Municipal Waste Statistics annual report when published later this year. (Approx. November 2023)</p>
W3	<p><b>The amount (tonnage) of Local Authority Collected Municipal Waste arisings.</b></p> <p><i>[Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]</i></p>	N/A	80,846 tonnes	80,299 tonnes	74,211 tonnes (unverified)	<p>The 2022/2023 figure is subject to final validation by NIEA/DAERA and will be included in their annual statistical report when published later this year.</p>



# Feedback and Review

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If you would like further information or if you wish to get in touch, please do so by one of the following methods:

**Website:**

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

**Telephone:**

Performance Improvement Officer on 028 9244 7415

**Email:**

[performance@lisburncastlereagh.gov.uk](mailto: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

**Summary**

# Performance Improvement Report

2022/23



<b>Committee:</b>	Governance & Audit Committee
<b>Date:</b>	14th September 2023
<b>Report from:</b>	Performance Improvement Officer

110

<b>Item for:</b>	Decision
<b>Subject:</b>	Review of the Customer Care Policy (Compliments, Complaints & Comments)

<b>1.0</b>	<p><b><u>Background and Key Issues:</u></b></p> <p>1.1 A review of the LCCC Customer Care Policy has been undertaken to ensure that it is compliant with the new Model Complaints Handling Procedure (MCHP) launched by NIPSO (NI Public Services Ombudsman) on 1st July 2023.</p> <p>1.2 The MCHP recommends a standardised two staged complaints procedure throughout the public sector with stipulated timescales at each stage.</p> <p>1.3 LCCC has been operating a two staged complaints procedure with stipulated timescales at each stage since October 2021.</p> <p>1.4 Appendix I provides a copy of the reviewed LCCC Customer Care Policy.</p> <p><b>Items for consideration:</b></p> <p>1.5 A foreword from the Chief Executive has been included.</p> <p>1.6 Summarised details of the MCHP in the introduction and a link provided to the MCHP on NIPSO website.</p> <p>1.7 Diagram showing How We Will Handle a Complaint.</p> <p>1.8 New timescales introduced at stage 2 – Director level.</p> <p>1.9 Receipt of the complaint at stage 2, will be acknowledged within 3 working days.</p> <p>1.10 If the complainant is not satisfied with the outcome at Stage 1, they have a maximum of 30 days to request that the complaint is progressed to the next stage. (However, consideration will be given to exceptional circumstances.)</p> <p>1.11 <b>Point to note:</b> Updated training in relation to this policy will be provided during the coming months to all services.</p> <p>1.12 This report is presented for consideration and scrutiny as appropriate.</p>
<b>2.0</b>	<p><b><u>Recommendation</u></b></p> <p>It is recommended that Members note the appended report.</p>
<b>3.0</b>	<p><b><u>Finance and Resource Implications</u></b></p> <p>N/A</p>



<b>4.0</b>	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b><u>or</u></b> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <b><u>or</u></b> rationale why the screening was not carried out.	N/A

<b>Appendices:</b>	<b>Appendix I</b> – Review of the Customer Care Policy (Compliments, Complaints & Comments)
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# CUSTOMER CARE POLICY

## (Complaints, Comments & Compliments)



VERSION CONTROL			
Version	Author	Date	Changes
1.0	KA McKibbin	12 <sup>th</sup> May 2021	Approved by Committee
2.0	KA McKibbin	September 2023	

## Foreword Mr David Burns, Chief Executive of Lisburn & Castlereagh City Council

Lisburn & Castlereagh City Council strives to deliver excellence in public services and the highest standards of customer service.

Residents as well as visitors to the council area are right to expect that the services we deliver are value for money, and that as service users they can be treated with courtesy and respect.

When something goes wrong, it is of paramount importance that we understand what and why this has happened and make every effort to resolve the complaint to the customer's satisfaction.

When we resolve an issue, we need to learn any lessons in order to further improve the quality of the service, and the manner in which we deliver that service to the public. Complaints are just one source of feedback for us and can help to put things right for other users of our services.

This complaints handling procedure follows guidance from the Northern Ireland Public Services Ombudsman (NIPSO), which has developed a Model Complaints Handling Procedure in 2023. This will establish a consistent and streamlined approach to complaints handling across local government and the wider public sector. The aim is to help complainants understand how to make a complaint and what level of service to expect when they do so.

All of the Council's Staff will need to understand how to deal with complaints as effectively as possible. To consider those complaints seriously, and in a positive and timely manner.

To help staff to do this, this procedure is supplemented with shorter reference documents and templates and training will be provided.





## 1 INTRODUCTION

Lisburn & Castlereagh City Council strives to deliver an excellent service to our customers and service users and is committed to continuous improvement in the quality and accessibility of those services.

Our vision is to be *'a progressive, dynamic and inclusive council, working in partnership to develop our community and improve the quality of people's lives' and the values we operate by.* We believe that maintaining a strong customer focus is essential to delivering excellent Council services.

Feedback, both positive and negative, is an important tool in identifying what we are doing right and where improvements can be made. Customers should feel welcome to make a complaint, comment or compliment about any of our services.

This policy is in place to ensure that all complaints are handled fairly and consistently, and to provide those making a complaint, comment or compliment with a guide on how to undertake the process.

This procedure complies with the Northern Ireland Public Service Ombudsman's (NISPO's) model procedure for complaints, developed in June 2023.

The following is consistent with the complaint model across local government in Northern Ireland in terms of:-

- The number of stages;
- Timescales at each stage;
- The requirements to record, report and publicise complaints information;
- The requirement to learn from complaints;
- Ensuring information on how to complain is widely publicised; and
- Provision of support to removing any barriers to complaining.

*Further information on this can be found at the following link:*

[https://nipso.org.uk/site/wp-content/uploads/2023/07/NIPSO\\_ModelComplaintsHandlingProcedure-1.pdf](https://nipso.org.uk/site/wp-content/uploads/2023/07/NIPSO_ModelComplaintsHandlingProcedure-1.pdf)

## 2 PURPOSE

This policy sets out how our service users can make a complaint, comment or compliment and how Council Officers will manage the process.

## 3 SCOPE

3.1 All Lisburn & Castlereagh City Council Staff should be aware and knowledgeable of the policy and procedures. Elected Members will be in frequent contact with their constituents who may have complaints, comments or compliments about Council services and their knowledge of this policy will enhance their community leadership role.

### **Who can complain, comment or compliment?**

3.2 Any individual, group or organisation in receipt of, or seeking receipt of, a Council service has the right to complain, comment or compliment.

3.3 A complaint made by a third party (i.e. any one other than the aggrieved party) will only be accepted with the consent of the complainant or from their legal appointee with authority to act on their behalf. For example, where the complainant is a minor, vulnerable adult or suffering from incapacity.

3.4 Complaints, comments, or compliments will be accepted about any of our services, facilities, venues and staff, including all directorates and employees, agency workers, contractors and consultants.

#### **What are your responsibilities as the complainant?**

3.5 As a customer of Lisburn & Castlereagh City Council, you have the right to expect the best possible services. If we fall short of your expectation, you have the right to complain. In doing so, we ask that you follow these guiding principles:

- Provide adequate details of your complaint.
- Set out clearly the cause for dissatisfaction.
- Provide accurate details and supporting correspondence or other relevant evidence.
- If there has been a delay in submitting your complaint, explain the cause of that delay.
- Explain what you believe to be a satisfactory outcome.
- Treat our staff with good manners, politeness and civility at all times.
- Accept that we will act fairly and promptly in dealing with your complaint.
- Be reasonable and open minded and listen to reasonable explanations.
- Appreciate that it may not always be possible to achieve the outcome you would like.

3.6 In general, we expect you to make your complaint as soon as possible after the matter arises and no later than three months afterwards. (However, consideration will be given to exceptional circumstances.)

#### **4 DEFINITIONS**

4.1 A Complaint is defined as *“any expression of dissatisfaction however made, which alleges failure on the part of the Council to perform a function or provide a service, for which it has a responsibility and that is in line with stated Council policies and procedures.”*

For example:

- The standard of service provided by the Council;
- Failure to respond to a request for a service;
- Failure by the Council to provide an agreed service;
- That the Council has exceeded its powers;
- That the conduct of an officer has been unacceptable;
- Council has not followed an agreed policy and/or procedure; and
- Maladministration by the Council.

A complaint does not cover areas of whistleblowing (i.e. where an individual raises information about danger, wrongdoing, or illegality). This should be raised under Lisburn & Castlereagh City Council’s Whistleblowing Policy.

A complaint does not cover employee grievances (i.e. a personal complaint regarding an employee’s own employment situation). This should be raised under the Council’s Grievance Procedure for Staff.

A complaint does not include submissions of negative or critical feedback on policies, proposals or projects received through public consultation exercises required to be undertaken by service departments to deliver their responsibilities to Council.

A complaint related to the exercise of statutory enforcement powers by Council and its officers will not be processed pending the outcome of the criminal investigation and/or prosecution. The complainant will be informed and has the right to progress the complaint once the enforcement action is concluded.

The Equality Scheme details the procedure for making a complaint in relation to Section 75.

4.2 A Comment is defined as *“any expression, positive or negative, which does not constitute a complaint but relates to the services provided by the Council”*.

4.3 A Compliment is defined as *“any expression of praise or congratulations relating to the services provided by the Council”*.

**Note – Service Requests** are requests for the council to perform a service for which it has responsibility and which it does upon request, these are not complaints about Council Services. E.g. A noise complaint is a service request rather than a complaint. As stated in the definition at 4.1, a complaint refers to a situation where there has been a failure by the Council to perform a function or provide a service, for which it has a responsibility.

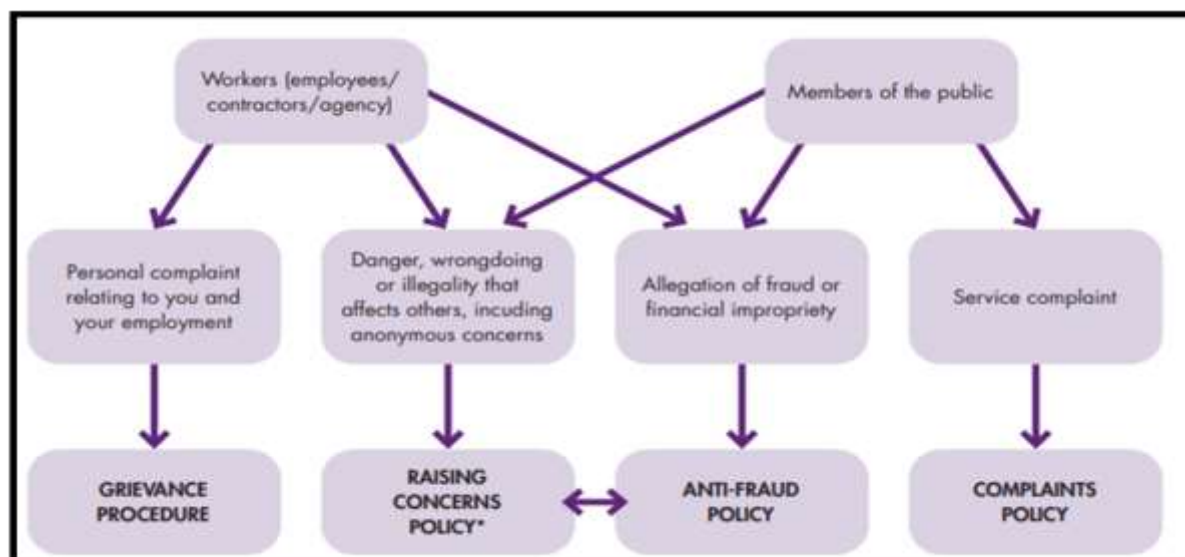
It should be noted that in some cases complaints will be received which are non-council responsibility, they will be recorded as such and the complainant will be advised of the appropriate organisation who they should refer their complaint to.

There are also a number of Council facilities where services are provided by a third party. In the case of these services if a complaint is received it will be recorded on the Council’s Customer care system as a third party complaint and passed to the service provider for their investigation and response to the complainant.

The NI Audit Office have published [‘Raising Concerns - A good practice guide for the Northern Ireland public sector’](#).

Below is a useful chart taken from the guide, it summarises the types of issues that may be raised and the relevant policies which should apply.





*\*LCCC currently have a Whistleblowing Policy. In line with the NIAO best practice guide on Raising Concerns (June 2020), this policy will be revised to become a Raising Concerns Policy which can deal with issues raised both by workers and members of the public.*

## 5 HOW TO MAKE A COMPLAINT, COMMENT OR COMPLIMENT

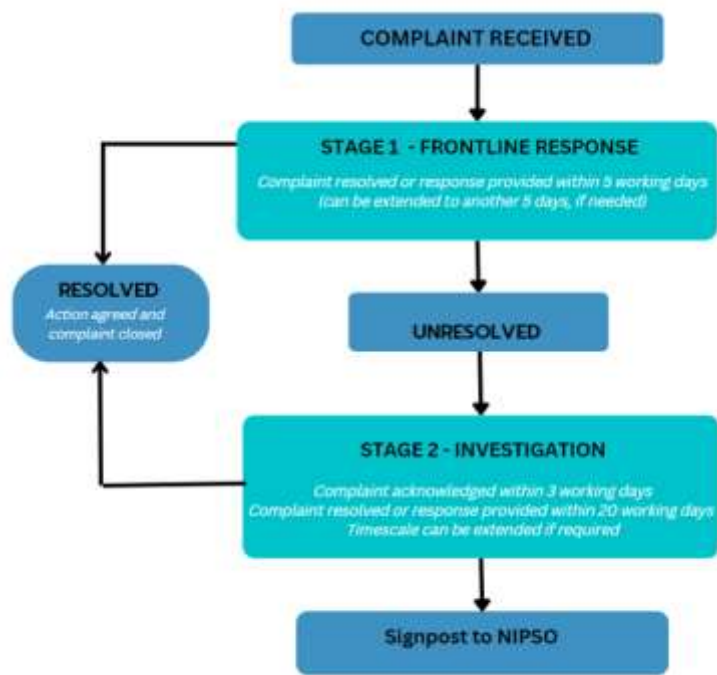
5.1 Complaints, (comments or compliments) can be accepted from individuals, organisations, or by a person acting on behalf of someone who wishes to but cannot do so directly e.g. because of disability.

5.2 Complaints, (comments or compliments) can be received in the following ways:

- writing
- by email: [customercare@lisburncastlereagh.gov.uk](mailto:customercare@lisburncastlereagh.gov.uk)
- by telephone: 028 92447559
- on-line via the council website: <https://www.lisburncastlereagh.gov.uk/information/comments-and-complaints>
- via the Report All App
- via a Councillor
- anonymously
- in person - personal callers should complete the complaints form if possible (available at all council facilities). In the case of a language difficulty the complainant can be referred to a telephone onsite as Lisburn & Castlereagh City Council has access to the BIG WORD telephone interpretation service which provides instant translation of many languages.

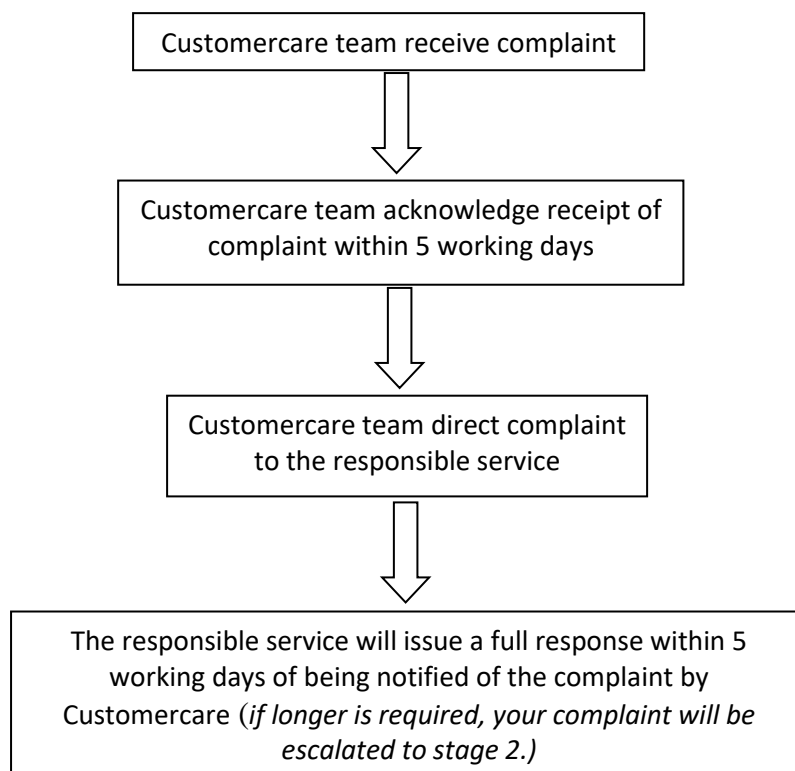
5.3 Service users may use the Council's social media accounts to make contact in relation to queries about Council services or to inform us initially about a complaint. The council will respond to your message with either an answer to your complaint if appropriate or refer you to the Customercare Team to find a resolution.

6 HOW WE WILL HANDLE A COMPLAINT



6.1 Lisburn & Castlereagh City Council believe a complaint is best dealt with by those who provide the service.

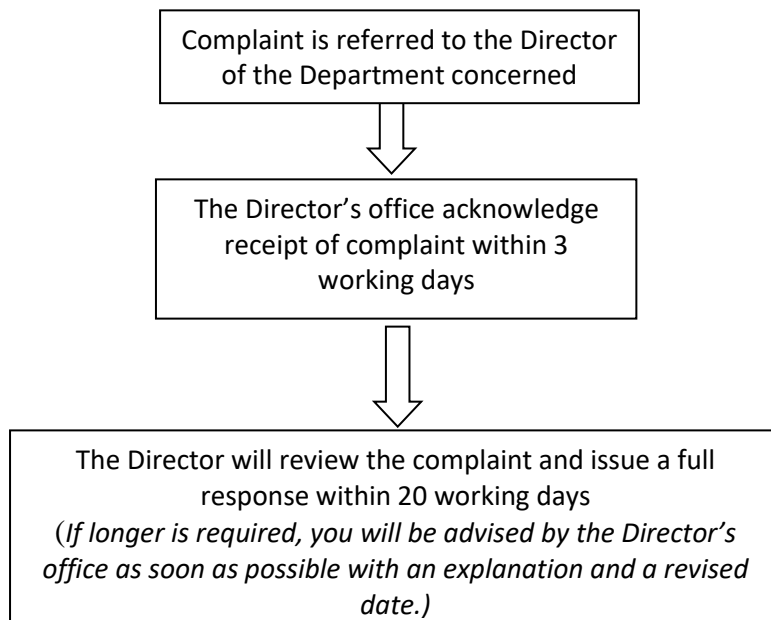
6.2 **STAGE 1**



6.3 If you are not satisfied with the outcome at Stage 1, you have a maximum of 30 days to request that your complaint be progressed to the next stage. (However, consideration will be given to exceptional circumstances.) You may wish to take the matter further by having your complaint reviewed by the Director of the Department concerned, detailing why you are dissatisfied at the outcome. (This is stage 2 of the procedure.)

6.4 If the nature of your complaint requires more in-depth investigation, Lisburn & Castlereagh City Council has the discretion to escalate the complaint to the next stage, i.e. stage 2 of the complaints process and carry out a full investigation. (This will be co-ordinated by the Performance Improvement Officer.)

## **STAGE 2**



## **7 OUTCOMES**

7.1 Where a complaint is upheld, you will receive a written apology and explanation. Where possible, the mistake will be corrected and a satisfactory service will be provided as a matter of urgency.

7.2 If the mistake cannot be corrected or you can demonstrate it has caused personal hardship or financial loss, the Council will consider some or all of the following:

- Apology
- Explanation
- Correction
- Undertaking service improvement
- Change in policy or procedure
- In-kind compensation such as, tickets to another event
- Financial compensation if appropriate, and in line with Council Policy.

7.3 Where a complaint is not upheld, you will receive a letter of explanation setting out our reasons for not upholding your complaint. You will be advised that if you are unhappy at the end of the complaints process, you have the right to contact any one of the supervising authorities to which the Council is accountable to e.g. the Northern Ireland Public Service Ombudsman (NIPSO), the Equality Commission.

7.4 Whilst you may complain to the NIPSO at any time, the Ombudsman will usually refer the complaint back to the Council to be handled under our complaints policy. The ordinary time limit for making a complaint to the NIPSO is 6 months from the day that the complaints handling procedure has been exhausted.



7.5 The Northern Ireland Public Services Ombudsman can be contacted at:  
Northern Ireland Public Services Ombudsman  
Progressive House  
33 Wellington Place  
Belfast  
BT1 6HN  
Tel: Freephone: 0800 34 34 24  
Website: [www.nipso.org.uk](http://www.nipso.org.uk)  
Email: [nipso@nipso.org.uk](mailto:nipso@nipso.org.uk)

## **8 ANONYMOUS COMPLAINTS**

8.1 It is your right to complain. Lisburn & Castlereagh City Council will treat all complaints in strictest confidence.

8.2 The Council recognises that there may be circumstances where you may prefer to remain anonymous, and will respect your reasons for doing so. However, the Council will exercise discretion in deciding whether or not to investigate anonymous allegations.

8.3 In determining whether to investigate the complaint, the following will be considered:

- Has sufficient information been provided to enable the Council to fully investigate the issue?
- How serious and/or credible is the issue(s) raised?
- Have similar allegations been raised and/or investigated before?
- Can the allegation be confirmed from other sources?
- Is clarification or cooperation required from the complainant?

## **9 COMPLAINTS ABOUT SENIOR MANAGEMENT**

9.1 If a complaint is received about a Director of Lisburn & Castlereagh City Council by a member of the public, the Performance Improvement Officer will liaise with the Chief Executive to agree the next course of action.

9.2 If a complaint is received about the Chief Executive of Lisburn & Castlereagh City Council by a member of the public, the Performance Improvement Officer will liaise with the Mayor of the Council and the Chair of the Governance & Audit Committee and arrangements will be made to agree the next course of action.

## **10 ELECTED MEMBER CONDUCT COMPLAINTS**

10.1 The Northern Ireland Local Government Code of Conduct for Councillors sets out principles and rules of conduct which must be observed by elected members. If you believe that a Councillor or the Mayor may have breached the Code of Conduct, you can complain to the Northern Ireland Local Government Commissioner for Standards.

10.2 The Commissioner is independent of Government and the Council and their investigations are conducted at no cost to complainants.

10.3 You can obtain a complaint form, further information about making a complaint, and a copy of the Code from the Commissioner's website at [www.nipso.org.uk/nilgcs](http://www.nipso.org.uk/nilgcs). Alternatively, you can contact NILGCS at:

The Northern Ireland Local Government Commissioner for Standards  
Progressive House  
33 Wellington Place  
Belfast  
BT1 6HN  
Tel: 028 9023 3821

**11 VIOLENCE / HARASSMENT OR ABUSE TOWARDS COUNCIL EMPLOYEES** *(extract from Customer Service Guidelines Version 1 section 6)*

11.1 The Council is committed to providing a safe environment for its employees and to this end violence and/or harassment or abuse towards Council employees will not be tolerated. There is potential for Council employees in certain circumstances, to be at risk of violence at work from members of the public.

11.2 The Council recognises the potentially damaging effect on an employee's well-being of all categories of violence whether that is actual physical attack, the threat of violence and/or verbal abuse.

11.3 The Council regards all types of violence as unacceptable and will take effective action to deal with violent incidents.

This includes:

- Physical attack - whether visible injury occurs or not
- Animal attack - when an animal is used as a threat
- Verbal abuse - when an employee feels threatened or intimidated and the abuse is personally directed. This also includes cyber-aggression through texts, email messages or social networking sites
- Attack or damage to property or belongings of the employee or the Council
- Any work-related incident involving an employee, or their family, which happens away from the workplace.

*(In some cases it may be necessary for the matter to be reported to the PSNI for further action.)*

11.4 Some people become abusive and agitated over the telephone or in council reception areas when they feel aggrieved.

In these situations:

- Employees will endeavour to remain calm and factual so as not to feel provoked into responding in a manner that may inflame the situation

- Employees will try to explain what has happened to the person's complaint or case
- Employees will get support and advice from their manager if and when necessary. If the situation escalates and there is no management help currently available, employees will advise the customer that they are ending the discussion, ask them to leave or terminate the phone call. Employees will walk away, if necessary from a situation and if within a Council premise, call security if the customer will not leave the building.

## 12 CYBER-AGGRESSION

12.1 In relation to cyber-aggression through the Council's social networking sites, the Council reserves the right to remove comments, without notification, which:

- bully, harass or intimidate any individual or organisation
- are unlawful, libellous, defamatory, abusive, threatening, harmful, obscene, profane
- any comments that could amount to unlawful harassment under anti-discrimination laws e.g. religion, sexual orientation, as well as race
- infringe or violate someone else's rights
- violate the law
- discuss ongoing legal proceedings
- are spam
- advertise products or services
- are irrelevant or off-topic
- are disruptive and/or repetitive.

12.2 The Council also reserves the right to remove any social media user who:

- continues to post comments such as those listed above
- encourages others to post such comments
- uses offensive images as their profile picture
- has an offensive username.

## 13 ABUSIVE / FRIVOLOUS / VEXATIOUS COMPLAINTS *(extract from Customer Service Guidelines Version 1 section 8)*

13.1 Customers should expect the highest level of customer service and our Officers will actively try and handle your complaint as best they can. We would hope that our customers would equally treat our staff in a polite and courteous manner.

13.2 If you are making your complaint by telephone and you use abusive language or tone, our staff will let you know that they may put the receiver down if you continue to be abusive.

13.3 When making your complaint in person and you demonstrate abusive or aggressive behaviour, our staff have been advised to seek assistance (this could be in the form of the Police, security officers or another member of staff).

13.4 If your correspondence contains abusive language or aggressive tone, we will reply by informing you that this is unacceptable.

13.5 In terms of frivolous and vexatious complaints, the definitions of such complaints are;

- Frivolous – not serious or sensible in content, attitude or behaviour
- Vexatious – annoying, not having sufficient grounds for action and seeking to annoy

Under these circumstances, we will only terminate correspondence when it is clear that despite our best efforts, we are unable to conclude the matter. This decision to terminate a complaint will be made by the relevant Director.

## **14 DATA PROTECTION**

14.1 Lisburn & Castlereagh City Council is legally obliged to process personal data gathered from individuals with whom it interacts. The Council fully complies with the provisions of the General Data Protection Regulations (2018) and the UK Data Protection Act (2018) and handles personal data in accordance with its principles.

14.2 All information and personal data provided in relation to complaints, comments or compliments will be treated in a secure manner and will be used for the purpose for which it was submitted, in accordance with our Data Protection Policy.

14.3 We use customer feedback and information obtained as a result of corporate complaints so that we can monitor the types of issues that arise and report on performance to the Senior Management Team and Council Committees. This information helps us to improve service delivery and customer satisfaction. All information will be suitably anonymised to prevent complainant identification.

14.4 In line with Data Protection legislation, the personal details you provide to us as a result of making a complaint will not be disclosed to a third party. Should you make a complaint to NIPSO, we may disclose such information to the Northern Ireland Public Services Ombudsman to assist with their investigation.

14.5 Retention of complaint documentation will be in adherence with the Council's records retention and disposal schedule.

14.6 A copy of the Council's Privacy Notice is available at <https://www.lisburncastlereagh.gov.uk/information/privacy>



## **15 FREEDOM OF INFORMATION ACT**

15.1 Lisburn & Castlereagh City Council is committed to implementing the provisions of the Freedom of Information Act 2000 (FOIA). The Act requires the Council to make information routinely available through our publication scheme and to respond to written requests for information. It gives the public right to access information, unless it is subject to an exemption to disclosure.

## **16 COMMUNICATING THE POLICY**

16.1 The Complaints, Comments and Compliments policy will be clearly communicated and accessible to all of the Council's customers and stakeholders.

16.2 The policy will be published on our website. *(The Recite accessibility tool on website will provide translation in other languages)*

16.3 A Complaints, Comments and Compliments information leaflet will be available on our website, and in hard copy at Council facilities, offices and venues.

16.4 Copies of the policy and information leaflet will be made available in alternative formats on request.

<b>Committee:</b>	Governance & Audit
<b>Date:</b>	14 September 2023
<b>Report from:</b>	Samantha Rice

<b>Item for:</b>	Noting
<b>Subject:</b>	Corporate Risk Register

1.0	<b><u>Background and Key Issues</u></b>	
	<p>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.</p> <p>The Council's risks continue to be monitored and managed (Appendix I Corporate Risk Register Dashboard), with 3 risks remaining high:</p> <ul style="list-style-type: none"> <li>• CRR 6 IT/Cyber Security – due to increased cyber security threat actors.</li> <li>• CRR 7 Financial Sustainability – due to current market conditions/inflationary pressures.</li> <li>• CRR 11 Burial Grounds – due to low capacity of new burial plots.</li> </ul> <p>and the following fluctuations since the last quarter:</p> <ul style="list-style-type: none"> <li>• CRR 8 NI Protocol - Removed from Corporate Risk Register to be managed at Departmental level by Environmental Services due to operational performance over the past few years with no financial detriment. Risk will continue to be managed within operational climate.</li> </ul>	
2.0	<b><u>Recommendation</u></b>	
	It is recommended that Members note the Corporate Risk Register (Appendix I).	
3.0	<b><u>Finance and Resource Implications</u></b>	
	N/A	
4.0	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b><u>or</u></b> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <b><u>or</u></b> rationale why the screening was not carried out.	N/A

<b>Appendices:</b>	Appendix I - Corporate Risk Register Dashboard
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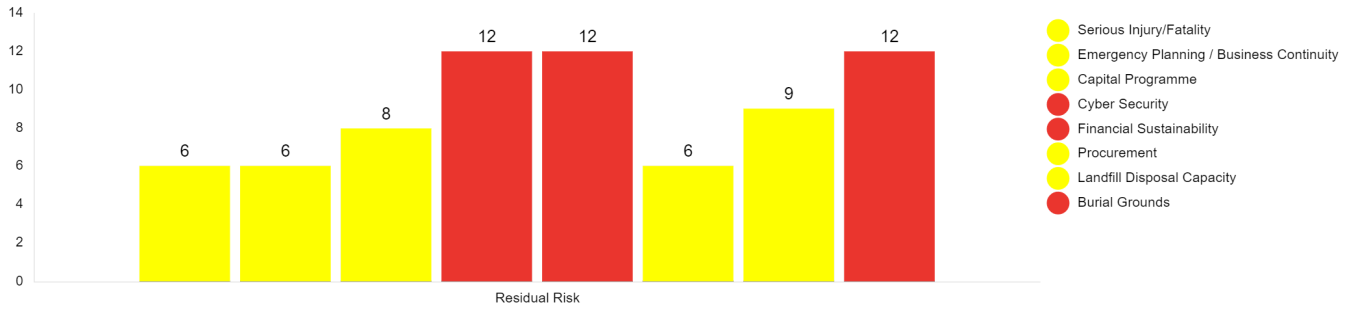


# LCCC CORPORATE RISK LIVE DASHBOARD

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	3	4
	Minor	Moderate	Major	Catastrophic

## CORPORATE SUMMARY

### Corporate Risk Summary



## CORPORATE RISK REGISTER

### Corporate Risks

High Risk	Ref.	Risk	Risk Description	Risk Category	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.	Legal	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.	Operations	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 2 Emergency Planning / Business Continuity</a>	6	↔	
⚠	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.	Project/Programme	HOS Planning	12	<a href="#">CRR 4 Capital Programme</a>	8	↔	
🚩	CRR 006	Cyber Security	Cyber attack resulting in significant outage or data loss.	Security	Director Organisation Development & Innovation	16	<a href="#">CRR 6 Cyber Security</a>	12	↔	
🚩	CRR 007	Financial Sustainability	Failure to deliver balanced budget 2023/24 and longer term financial resilience and sustainability.	Financial	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.	Commercial	Director Environmental Services		<a href="#">CRR 8 NI Protocol</a>		X	Removed from Corporate Risk Register to be managed at Departmental level by Environmental Services due to operational performance over the past few years with no financial detriment. Continue to be managed within operational climate.
⚠	CRR 009	Procurement	Non compliance with procurement and contract regulations, policies and processes resulting in reputation/financial loss and risk of litigation.	Commercial	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.	Financial	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.	Property	HOS Environmental Health, Risk & Emergency Planning	12	<a href="#">CRR 011 Burial Grounds</a>	12	↔	

<b>Committee:</b>	Governance and Audit Committee
<b>Date:</b>	14 <sup>th</sup> September 2023
<b>Report from:</b>	Internal Audit Manager

<b>Item for:</b>	Noting
<b>Subject:</b>	Internal Audit Charter

1.0	<b><u>Background and Key Issues</u></b>	
	The purpose of this report is to bring the Internal Audit Charter to the attention of the G&A Committee. The Charter was reviewed, updated and approved at the September 2022 Committee. It has been reviewed again with no changes required and is for information purposes to G&A Committee members.	
2.0	<b><u>Recommendation</u></b>	
	<b>Members should note the contents of the Internal Audit Charter</b>	
3.0	<b><u>Finance and Resource Implications</u></b>	
	None	
4.0	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b><u>or</u></b> rationale why the screening was not carried out	N/A
	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <b><u>or</u></b> rationale why the screening was not carried out.	N/A

<b>Appendices:</b>	<b>Internal Audit Charter</b>
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## LCCC - Internal Audit Charter:

### Introduction

Lisburn & Castlereagh City Council has adopted the Public Sector Internal Audit Standards (PSIAS), which defines internal auditing as:

*Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's 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, effective from 1 April 2013 (updated April 2017), requires that the purpose, authority and responsibility of the Internal Audit activity must be formally defined in an Internal Audit Charter which is consistent with the Definition of Internal Auditing, the Code of Ethics and the Standards.

The Standards and Code of Ethics are available via this link: [PSIAS](#).

This Charter establishes the Internal Audit unit's position within the Council, including the nature of the Internal Audit Manager's reporting relationship with the Chief Executive and the Governance & Audit Committee. The PSIAS require the Charter to be periodically reviewed by the Chief Audit Executive and presented to Senior Management and the Board for approval. These roles are explained below.

### Mission of Internal Audit

To enhance and protect organisational value by providing risk-based and objective assurance, advice and insight.

### PSIAS Core Principles

The Core Principles, taken as a whole, articulate internal audit effectiveness. For an internal audit function to be considered effective, all Principles should be present and operating effectively. How an internal auditor, as well as an internal audit activity, demonstrates achievement of the Core Principles may be quite different from organisation to organisation, but failure to achieve any of the Principles would imply that an internal audit activity was not as effective as it could be in achieving internal audit's mission (see Mission of Internal Audit).

- 1) Demonstrates integrity.
- 2) Demonstrates competence and due professional care.
- 3) Is objective and free from undue influence (independent).
- 4) Aligns with the strategies, objectives, and risks of the organisation.
- 5) Is appropriately positioned and adequately resourced.
- 6) Demonstrates quality and continuous improvement.
- 7) Communicates effectively.
- 8) Provides risk-based assurance.
- 9) Is insightful, proactive, and future-focused.
- 10) Promotes organisational improvement.

## Roles and Definitions

The PSIAS requires the Council to define its interpretation of the following generic terms for the purposes of internal audit activity:

- 'The Board' – the Governance and Audit Committee
- 'The Chief Audit Executive' – the Internal Audit Manager
- 'Senior Management' – the Corporate Management Team

Other roles laid out in the PSIAS are defined in Lisburn and Castlereagh City Council as:

- 'The Head of Paid Service' – Chief Executive
- 'The Chief Financial Officer' – Director of Finance and Corporate Services

As one of the setters of the PSIAS, the Chartered Institute of Public Finance and Accountancy (CIPFA) considers it essential that public service organisations properly support their internal auditors to enable them to meet the standards. The requirements of management are set out in The Role of the Head of Internal Audit in Public Service Organisations (2019 edition). [See link.](#)

## Purpose of Internal Audit

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 objectives of Internal Audit are:

- to assist elected members and officers of the Council in the effective discharge of their responsibilities;
- to support the Chief Executive in discharging his/her overall responsibilities;
- to support the Council's Chief Financial Officer in discharging his/her overall responsibilities;
- to contribute to and support the objective of ensuring the provision of, and the need for, quality financial systems.
- The Internal Audit Manager has the right, where circumstances warrant it, to report in his/her own name and without fear or favour to all officers and members.

## Role of the Audit Committee

The Audit and Governance Panel acts as the Council's audit committee. In that capacity it has the following responsibilities:

- approving the internal audit charter;
- approving the risk based internal audit plan;
- receiving communications from the Internal Audit Manager on Internal Audit performance relative to its plan and other matters; and
- making appropriate enquiries of management and the Internal Audit Manager to determine whether there are inappropriate scope or resource limitations placed on the service.
- Has the right to request officers attend G&A Committee meetings to answer any questions.

## Role of Senior Management

Internal Audit can only provide an effective independent and objective service if it receives the full co-operation of the management team. By approving this Internal Audit Charter, the Chief Executive and the Governance and Audit Committee are mandating management to co-operate with Internal Audit in the delivery of the service by:

- Agreeing Terms of Reference to include agreements on duration, scope, reporting and response;
- Providing Internal Audit with full support and co-operation, including complete access to all records, data, property and personnel relevant to the performance of their responsibilities at all levels of operations, without unreasonable delay;
- Responding to the draft internal report, including provision of management responses to recommendations, within the timescale requested by the audit team;
- Implementing agreed management actions in accordance with the agreed timescales;
- Updating Internal Audit with progress made on management actions, informing Internal Audit of proposed changes and developments in process and systems, newly identified significant risks and cases of a criminal nature.

Instances of late responses to reports, and agreed actions not being implemented will be escalated to the relevant Director, Chief Executive and the Chair of the Governance and Audit Committee.

Internal Audit is involved in the determination of its priorities in consultation with those charged with governance. Accountability for the response to the advice and recommendations of Internal Audit lies with management. Managers must either accept and implement the advice and recommendations, or formally reject them accepting responsibility and accountability for doing so.

## Internal Audit Responsibilities and Objectives

Internal Audit is responsible for the provision of an independent and objective opinion to the Chief Executive, Corporate Management Team and Governance & Audit Committee on the control environment consisting of the risk management, control and governance by objectively examining, evaluating and reporting on the adequacy of the control environment as a contribution to the proper economic efficient and effective use of resources in achieving the Council's agreed objectives.

The strategic objectives of Internal Audit are:

- To contribute towards the Annual Governance Statement
- To assist management with their control's, risk management and corporate governance processes
- To contribute towards the annual Statement of Accounts
- To maintain up to date audit practice and knowledge.

It is the responsibility of management to identify, understand and manage risks effectively including taking appropriate and timely action in response to audit findings. It is also management's responsibility to maintain a sound system of internal control and improvement of the same. The existence of an internal audit function does not therefore relieve them of this responsibility.

## Authority of Audit

Internal Audit derives its authority from those authorising this Charter to provide a free and unfettered ability to plan and undertake audit assignments deemed necessary to fulfil its purpose. To enable the service to discharge its duties fully, Internal Audit staff are authorised, on production of identification, to:

- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives.
- enter at all reasonable times on any Council premises or land;
- have unrestricted access to all systems, records, documents and correspondence relating to financial and other transactions of the Council;
- has the authority to remove records where necessary in order to carry out an audit review;
- have access to all IT hardware/software running systems on behalf of the Council, including hardware/ software owned by third party service providers, in line with agreed protocols;
- require and receive such explanations as are necessary concerning any matter under examination; and
- require any employee of the Council to produce cash, stores or any other Council property under his/ her control.

## Scope

All of LCCC activities are within the scope of Internal Audit.

- The scope of Internal Audit work may include review of the following areas: the relevance of established policies, plans and procedures, the extent of compliance with these and their financial effect;
- The adequacy of guidance;
- The appropriateness of organisational, personnel and supervisory arrangements,
- The extent to which assets and interests are accounted for and safeguarded from loss of all kinds arising from waste, extravagance, inefficient administration, poor value for money, fraud or other cause
- The appropriateness, reliability and integrity of financial and other management information and the means to identify, measure, classify, report and act upon this information
- Integrity of IT systems
- Follow up action taken to address recommendations and weaknesses previously identified. Please refer to **Appendix I** for the follow-up procedures in place.

## Independence and objectivity (PSIAS 1100)

The internal audit activity must be free from interference in determining the scope of internal auditing, performing work and communicating results. The chief audit executive must disclose such interference to the board and discuss the implications. (1110.A1)

Internal Audit has no executive responsibilities and is independent of the activities that it audits to enable auditors to provide impartial and unbiased professional evaluations, opinions and recommendations. The PSIAS states:-



*Independence is the freedom from conditions that threaten the ability of the internal audit activity to carry out internal audit responsibilities in an unbiased manner. To achieve the degree of independence necessary to effectively carry out the responsibilities of the internal audit activity, the chief audit executive has direct and unrestricted access to senior management and the board. This can be achieved through a dual-reporting relationship. Threats to independence must be managed at the individual auditor, engagement, functional and organisational levels.*

*Objectivity is an unbiased mental attitude that allows internal auditors to perform engagements in such a manner that they believe in their work product and that no quality compromises are made. Objectivity requires that internal auditors do not subordinate their judgment on audit matters to others. Threats to objectivity must be managed at the individual auditor, engagement, functional and organisational levels.*

To ensure integrity and objectivity is not impaired, auditors will not audit areas of previous responsibility for a period of at least 12 months after the responsibility ended.

Internal auditors will treat as confidential the information they receive in carrying out their duties. There must not be any unauthorised disclosure of information unless there is a legal or professional requirement to do so. Confidential information gained in the course of an audit will not be used to effect personal gain.

### **Position of Internal Audit**

As per PSIAS 1110 *the chief audit executive must report functionally to the board. The chief audit executive must also establish effective communication with, and have free and unfettered access to, the chief executive (or equivalent) and the chair of the audit committee.*

Internal Audit forms part of the Chief Executive's Office with the Internal Audit Manager reporting directly to the Chief Executive. The Internal Audit Manager also has direct access to the Chair of the Governance & Audit Committee. Internal Audit reports at least four times a year to the Governance & Audit Committee.

At the end of each audit, the Internal Audit Manager or designee will prepare a written report and distribute it as appropriate. Governance & Audit Committee will be updated regularly on the work of Internal Audit through periodic and annual reports. The Internal Audit Manager shall prepare reports of audit activities with significant findings along with any relevant recommendations and provide periodic information on the status of the annual audit plan.

Periodically the Internal Audit Manager will meet with the Chair, Vice Chair and Lay Member of the Governance & Audit Committee to discuss internal audit matters. The Internal Audit Manager and the Chair reserve the right to meet in private at any time to discuss internal audit matters if required.

Once per year, the Internal Audit Manager will meet the Governance and Audit Committee Members with the External Audit Manager present to discuss any matters that are of concern to them.

The performance of Internal Audit will be monitored through a Quality Assurance and Improvement Programme, the results of which will be shared with CMT and Governance & Audit Committee.

## Arrangements for Appropriate Resourcing

As stated in the CIPFA Application Note, *“No formula exists that can be applied to determine internal audit coverage needs. However, as a guide, the minimum level of coverage is that required to give an annual evidenced-based opinion. Local factors within each organisation will determine this minimum level of coverage”*.

The annual audit plan is based on the number of audit resources available for the year with the objective of giving an evidence based opinion. High risks identified during the audit planning process are accommodated.

If during the risk assessment at the planning stage a shortfall in resources available is identified, the Internal Audit Manager will advise the Chief Executive followed by the Corporate Management Team and Governance and Audit Committee as required to assess the associated risks or to recommend additional resources are identified.

Internal audit work is prioritised according to risk, through the judgement of the Internal Audit Manager, informed by the Council’s risk registers and in consultation with the Corporate Management Team. High risks identified during the year can be accommodated and the audit plan adjusted.

Should circumstances arise, during the year, that resources fall or appear to be falling below the minimum level required to provide an annual evidence based opinion the Internal Audit Manager will advise the Chief Executive, the Corporate Management Team and the Governance and Audit Committee.

## Assurance Services

Internal Audit work covers all Council activities, systems and processes and includes (but is not limited to):

- examining and evaluating the adequacy of the Council’s system of internal control, including those pertaining to the deterrence, detection and investigation of fraudulent or illegal acts;
- reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify and report such information;
- reviewing the systems established to ensure compliance with those policies, plans, procedures, laws and regulations which could have a significant impact on operations;
- reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets;
- appraising the economy and efficiency with which resources are employed;
- reviewing the identification and assessment of risk by management;
- reviewing aspects of the control environment affected by significant changes to the organisation’s risk environment;
- reviewing the Council’s procedures and activities in relation to best value;
- co-ordinating Internal Audit activities with the work of the external auditors and assisting the external auditors as required;
- recommending, in consultation with management, appropriate solutions to identified systems weaknesses;
- ensuring management has confirmed action has been taken to implement audit recommendations; and

- in line with the principles of Following the Public Pound Internal Audit shall review, appraise and report on all services and other activities for which the Council is responsible or accountable, whether delivered directly or by third parties through contracts, partnerships or other arrangements.

### **Consultancy/Advisory Services**

Consultancy work adds to the internal audit team's knowledge base and contributes to the overall internal audit opinion and/or assurance rating. However, this needs to be put into context to ensure that it does not lead to a distortion of the materiality of findings against risk and control priorities. Reporting to the audit committee should incorporate the progress on consultancy engagements as well as the work on the assurance programme for both planned and unplanned work. In fact where governance, risk management and control issues are significant to the organisation Standard 2440.C2 states that they must be communicated to senior management and the board.

Any major consulting exercise, not included in the annual audit plan, should have the approval of the audit committee.

- consultancy and advice services, including work on fraud related matters may be undertaken from time to time at the request of senior management. A provision is included in the annual audit plan for this type of work.
- when undertaking such work auditors will maintain their independence and objectivity and will not take on management or operational responsibility for the project.
- any significant consultancy assignments will be reported separately to the audit committee.

It should be noted however that when internal audit resources are constrained, the primary focus must be on assurance work.

### **Professional competence**

The Internal Audit function will perform its duties with professional competence and due care and will comply with Public Sector Internal Audit Standards including the Definition of Internal Audit, the Principles and the Code of Ethics and other relevant guidance.

### **Audit Strategy**

The Internal Audit will develop and maintain an Audit strategy for providing the Chief Executive economically and efficiently with objective evaluation of and opinions on the effectiveness of the Councils risk management, control and governance arrangements. This is facilitated via development of an Audit Strategy. The Strategy will be approved by the Governance & Audit Committee; this approval will include acceptance of risks or other areas of potential audit coverage which cannot be resourced and identification of consequent residual risk exposure. The Governance & Audit Committee will be advised by Internal Audit Manager that they are responsible for that residual risk.

### **Audit Approach**

Internal Audit determines what areas within its scope should be included within the annual audit plan by adopting an independent risk based approach including development of an audit needs assessment and development of annual audit plans. This is consistent with PSIAS. Internal Audit does not necessarily cover all potential scope areas every year. The audit programme includes obtaining an understanding of the processes and system under audit, evaluating their adequacy and testing the operating effectiveness of key controls.

Internal Audit will coordinate with other internal and external providers of assurance and consulting services to ensure proper coverage and minimise duplication of efforts.

To reduce duplication of effort, Internal Audit will work in partnership to identify and place reliance on assurance work completed elsewhere in the Council.

Internal Audit will raise significant issues for the attention of line management as soon as identified during an audit review and at the close out meetings discuss all findings and agree recommendations that will be included in the draft reports with the auditee and consider the assurance level to be assigned.

### **Annual Report**

In addition to quarterly update reports, the Internal Audit Manager will produce an annual report summarising the main issues raised by Internal Audit and on the performance of Internal Audit. This report will include:

- A summary of the work carried out by Internal Audit during the year, the purpose of which is to provide an audit opinion on the adequacy and effectiveness of the Council's governance, risk and controls to support the preparation of the Annual Governance Statement.
- Highlight areas of significant risk which need corrective action to improve the control framework.
- Consider the performance and contribution of Internal Audit in conjunction with staffing and resources.

This is compliant with PSIAS Section 2450 – Overall Opinions which states that 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.

### ***Overall Opinions***

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 report must also include a statement on conformance with PSIAS and the results of the quality assurance and improvement programme.

### **Quality Assurance**

Internal Audit Manager will develop and maintain a quality assurance and improvement programme covering all aspects of the internal audit activity and conforming to the relevant standards.

### **Fraud & Irregularity**

Management is responsible for fraud prevention and detection. As internal audit performs its work programs, it will be observant of manifestations of the existence of fraud and weaknesses in internal control which would permit fraud to occur or would impede its detection.



### Internal Audit Levels of Opinion

The following table of Internal Audit Opinions should be used in all Internal Audits:

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	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.

## Appendix I

### **Follow-up Procedures – to ensure implementation of audit recommendations:**

#### 1) Issue of Recommendations:

When the any Internal Audit Report is issued to management for their responses – it is the Directors discretion to assign recommendations to an employee in their department.

On the recommendation tracking package each of the following must be clearly assigned:

- **Owner** – typically who is ultimately responsible for the recommendation (usually Director)
- **Assigned to** – typically the person who is assigned to undertake work on the recommendation on a day to day basis (person named on the Management Response)
- **Issue Manager** – who is typically either responsible for the person working on the recommendation or the person responsible for reporting on its status.

#### 2) Automated reminders

The current package allows for the issue of the following automated reminders:

- **Recommendations passed their end or due date**

This lists each overdue recommendation and its end date.

It is issued on 1st of each month and is sent to Assigned to and Issue Managers (see explanations above)

- **List of Active Recommendation:**

This lists all recommendations and their end date (includes all recs not just overdue recs).

This is sent on the 14<sup>th</sup> of each month and is sent to Recommendation Owners (usually Directors)

#### 3) Reports to Corporate Management Team (CMT):

A list of all overdue Recommendations will be presented with a summary report to CMT each month to allow progression and implementation of audit recommendations.

<b>Committee:</b>	Governance & Audit
<b>Date:</b>	14 <sup>th</sup> September 2023
<b>Report from:</b>	Director of Organisation Development & Innovation

## CONFIDENTIAL REPORT

<b>Reason why the report is confidential:</b>	Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the council or a government department and employees of, or office holders under, the council.
<b>When will the report become available:</b>	
<b>When will a redacted report become available:</b>	Policy available post ratification
<b>The report will never become available:</b>	

<b>Item for:</b>	Decision
<b>Subject:</b>	Gifts & Hospitality Policy (Staff) Gifts & Hospitality Policy (Elected Members)

1.0	<b><u>Background and Key Issues</u></b>	
	The Council formerly had a single policy for Gifts and Hospitality however it was decided to have two policies, one for staff and one for Elected Members. The rationale for developing two policies was to clarify and identify the distinct roles and responsibilities for staff and Elected Members and to the outline boundaries in terms of receiving Gifts and Hospitality - further clarification in terms of when to record receipt of gifts/hospitality and the amount limits has also been clarified.	
2.0	<b><u>Recommendation</u></b>	
	It is recommended that Members consider and approve the attached policies, with the policy for staff progressing for consultation with Trade Unions thereafter.	
3.0	<b><u>Finance and Resource Implications</u></b>	
4.0	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	Yes
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out	No issues identified
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	Yes

4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.	No issues identified
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<b>Appendices:</b>	<p>[REDACTED]</p> <p>Appendix 1b confidential - Gift &amp; Hospitality Policy for Elected Members Appendix 1c confidential - Equality &amp; Good Relations Assessment Appendix 1c confidential - Rural Needs Assessment</p>
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**Lisburn &  
Castlereagh  
City Council**

**Draft Gifts & Hospitality Policy  
for Elected Members**

**September 2023**



## 1.0 Introduction

Elected Members are expected to observe the highest standards of conduct and should at all times be guided by the [Northern Ireland Local Government Code of Conduct for Councillors](#). Council recognises that Elected Members may be offered gifts, hospitality, material benefit or a service and that they have a responsibility, in the interests of public confidence, to exhibit high standards of propriety.

This policy applies to Elected Members of Lisburn & Castlereagh City Council. A separate Gifts and Hospitality Policy has been developed for Council staff.

In accepting any gift, hospitality or benefit, the Elected Member must exercise judgement about how acceptance might be perceived by Elected Members of the public. What at first sight might appear to be reasonable, may become the subject of unreasonable or disproportionate comment or criticism by external parties. The judgement made therefore needs to include an assessment as to whether the benefit gained through the acceptance of a gift, hospitality or benefit might be outweighed by adverse third party criticism, even when that criticism is not reasonable or proportionate.

Elected Members should not use their official position to receive gifts, hospitality or benefit of any kind, which might reasonably be seen to place them under improper obligation or compromise their personal judgment and integrity.

The guidance set out in this document has been prepared in accordance with the ***Northern Ireland Local Government Code of Conduct for Councillors***.

## 2. Purpose

The purpose of the policy is to:

- outline the guidelines and fundamental principles on the acceptance of gifts, hospitality, material benefit or service;
- provide advice on how to record offers (accepted or declined) of gifts, hospitality, material benefit or service; and
- outline roles and responsibilities in the context of this policy.

## 3. Aims

The main aims of this policy are to:

- establish consistency of approach when dealing with gifts and hospitality;
- ensure compliance with the Code of Conduct for Councillors and the Bribery Act;
- ensure compliance with the 7 Principles of Public Life drawn up by the Nolan Committee (**Appendix 1**);
- provide guidance to ensure that Elected Members can demonstrate that no improper obligation was placed upon them by an external organisation dealing with the Council; and
- assist in protecting Elected Members from criticism, misunderstanding and allegations of impropriety. Compliance with the policy will help the Council demonstrate good governance and accountability.

#### **4. Fundament Principles**

The fundamental principle is that no Elected Member should do anything which might give rise to the impression that he or she, has been, or might be, influenced by a gift, hospitality or other consideration to show bias for or against any person or organisation while carrying out official duties.

All Elected Members must apply the principles set out below.

- They must not accept anyone gifts, hospitality, material benefit or services for themselves or any other person which might place them, or reasonably appear to place them, under an improper obligation.
- They must not make use of their official position to further their private interests or those of others.
- They must discourage gifts and offers of hospitality to any family members which might place the Elected Member, or reasonably appear to place them under an improper obligation.
- If in any doubt, they must seek advice from the Director of Corporate Services or the Chief Executive.

Elected Members who fail to comply with this policy and guidance may face disciplinary action through the office of the Local Government Commissioner for Standards.

#### **5. Hospitality**

All hospitality offered, estimated to be over the value of £25 (accepted or declined) should be recorded on the *Record of Receipt and Offering of*

*Hospitality and Gifts form* and emailed to Member services at [memberservices@lisburncastlereagh.gov.uk](mailto:memberservices@lisburncastlereagh.gov.uk) within 30 days of receipt (**Appendix 2** – available for download from the Resources Library on Decision Time).

Invitations to annual conferences or dinners are acceptable where it is considered an integral element of an Elected Member's role and it is clear that the hospitality is corporate in nature and not personal. They must be recorded.

Hospitality provided at training courses, conferences and workshops connected with Council business is acceptable. It does not need to be recorded.

Hospitality which is not acceptable includes invitations to frequent social functions where there is no direct link to official business in a professional capacity.

When deciding whether to accept hospitality, Elected Members must exercise careful judgement. The points below should be considered.

- The reason for accepting the hospitality.
- Can acceptance be satisfactorily defended to ratepayers/media?
- The value and scale of the hospitality (e.g. frequent, lavish, prolonged).
- The obligation that acceptance might appear to place on an Elected Member or the Council in terms of reciprocal hospitality, business dealings.
- Whether it provides benefits to the Council, which outweigh the risk of possible misrepresentation of the hospitality.
- The timing of the offer, bearing in mind decisions which the Council may be in the process of taking that may affect the provider of the hospitality.

## **6. Gifts**

All gifts offered, in excess of an estimated value of £25 (accepted or declined) should be recorded on the *Record of Receipt and Offering of Hospitality and Gifts form* and emailed to Member services at [memberservices@lisburncastlereagh.gov.uk](mailto:memberservices@lisburncastlereagh.gov.uk) within 30 days of receipt (**Appendix 2** – available from the Resources Library on Decision Time).



Elected Members should never receive a gift or benefit of any kind from a third party which might reasonably be perceived to compromise their personal judgement or integrity. Perception is as important as reality.

The general rule should always be to refuse, tactfully, all such offers of gifts from organisations or persons who:

- carry out work for the Council;
- provide work to the Council;
- provide goods or services to the Council; or
- require policy decisions to be taken by the Council on matters affecting them personally or on a business level.

It is not possible to be precise as what constitutes an “acceptable” gift. However, most gifts deemed to be ‘acceptable’ will have a modest pecuniary value and may, indeed, have no significant pecuniary value to another party.

Trade or discount cards, for the purchase goods or services at reduced cost, are also classified as gifts, and should therefore be refused and/or returned. Gifts of cash must not be accepted from private individuals or organisations that provide services or goods to, or are customers of the Council.

Elected Members should not accept significant personal gifts from contractors or members of the public and outside suppliers where this could be perceived as in anyway compromising the professional relationship.

Where an Elected Member decides to accept a gift, the following applies.

- Careful consideration should be given to accepting gifts estimated to have a value over £25 and they should normally be declined. All offers, accepted or declined, must be forwarded to the Members Services Unit within 30 days of receipt to be recorded in the Record of Receipt and Offering of Hospitality and Gifts form (**Appendix 2**)
- Gifts with an estimated value under £25 do not need to be recorded. Elected Members should still always exercise caution when accepting.

When considering whether or not to accept gifts, Elected Members should be sensitive as to the timing in relation to decisions which the Council may be taking e.g. tender process or funding applications and no hospitality or gifts should be accepted in these circumstances. This will ensure no criticism can be made regarding bias to a particular company or supplier. As part of their

consideration as to whether to accept or decline hospitality, Elected Members must make themselves aware of any recent or pending funding, tender or similar Council actions.

## **7. Gifts and Hospitality Register**

The Members Services Unit will maintain a Gifts and Hospitality Register to record all offers, acceptance and rejections of gifts and hospitality. The purpose of the register is to observe good governance and transparency as well as to help counter any possible accusations or suspicions of breach of the Code of Conduct for Councillors. An example of the register is included at **Appendix 3**.

Completed declaration forms will be retained by the Members Services Unit along with the gifts and hospitality register.

In rare cases where refusal of a gift is likely to offend the donor, the Council may, based on the nature, value and origin of the gift concerned, exercise discretion as to its handling and retention. Guidance should be sought from the Director of Corporate Services.

## **8. Roles and Responsibilities**

Elected Members must:

- familiarise themselves with the Northern Ireland Local Government Code of Conduct for Councillors and any updates that are issued;
- comply with this policy and guidance;
- consult with the Members Services Unit if in doubt as to the application of this policy and guidance; and
- inform the Director of Corporate Services at their earliest convenience if they suspect they have been offered an expensive gift or significant hospitality with corrupt intent.

The Members Services Unit will:

- support Elected Members in complying with this policy and guidance;
- update the Gifts and Hospitality Register as soon as a declaration form is received; and
- Maintain good records including the declaration forms and the register.

Internal Audit will undertake periodic reviews of the register and include a comment in the Annual Governance Statement.

## 9. Policy Review Date

The policy will be reviewed biennially or sooner to ensure it remains reflective of legislative developments.

## 10. Equality Screening

The Gifts and Hospitality Policy for Elected Members has been equality screened. The outcome is that it does not require an Equality Impact Assessment (EQIA) with no mitigating measures required.

## 11. Information Governance

Personal information provided to Council regarding declarations in relation to the gifts and hospitality will be securely processed and held in accordance with Council's data protection obligations. Please refer to Council's Privacy

Statement for additional details:

[\(https://www.lisburncastlereagh.gov.uk/information/privacy/\)](https://www.lisburncastlereagh.gov.uk/information/privacy/)

## 12. Related Policies

- Anti-Fraud Bribery and Corruption Policy
- Raising Concerns Policy
- Gifts and Hospitality Policy for Staff

## 13. Policy Information

Policy Author:	Cathy Adamson Acting Members Services and PCSP Manager
Senior Officer responsible for policy:	Frances Byrne
Date of approval by Corporate Management Team	03 August 2023
Date of approval by G&A Committee:	tbc

Date of ratification by full Council:	tbc
Policy Review Date: ( <i>where applicable</i> )	October 2025



### **The Seven Principles of Public Life Outlined in 'Spending Public Money: Governance and Audit Issues', (Cm 3179), March 1996.**

The following seven principles of public life were set out by the Committee on Standards in Public Life (the Nolan Committee) for the benefit of all who serve the public.

#### **Selflessness**

Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefit for themselves, their family, or their friends.

#### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

#### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefit, holders of public office should make choices on merit.

#### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

#### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

#### **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

#### **Leadership**

Holders of public office should promote and support these principles by leadership and example.



**RECORD OF RECEIPT AND OFFERING OF HOSPITALITY OR GIFTS  
 TO ELECTED MEMBERS OF LISBURN & CASTLEREAGH CITY COUNCIL**

(over the value of £25 – please see policy for further information)

Date:	
Name of Elected Member making Declaration:	
Type of gift, hospitality, material benefit or service: <i>(eg lunch, dinner, gift)</i>	
Description of the gift, hospitality, material benefit or service and estimated value: <i>(eg lunch, corporate event, gift voucher, ornament, plaque, framed print etc)</i>	
Name and address of person/organisation making the offer:	
Reason to accept:	
Reason to decline:	

RECEIVED BY MEMBERS' SERVICES UNIT

Date \_\_\_\_\_  
 Initials \_\_\_\_\_

Register of Gifts and Hospitality Offered to Elected Members

Date Declaration Received in MSU	Name of Elected Member(S)	Provider of gift/hospitality	Nature of gift/hospitality	Estimated Value	Accepted or declined	Perceived reason(s) for offer, receipt or decline of benefit	Recorded by

## **Lisburn & Castlereagh City Council**

### **Section 75 Equality and Good Relations Screening template**

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

This screening relates to a revision of the council's Gifts and Hospitality policy. This policy provides guidance to staff in the giving and accepting of gifts and hospitality in the course of their employment.

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

Lisburn & Castlereagh City Council Gifts and Hospitality Policy. Copy attached.

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

This is a revision of the existing policy.

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

The key aim in this revision was to split out from the policy any reference to elected members, who are to have a specific policy to cover their needs. The opportunity has also been taken to: -

- Update some of the language in the original policy;
- Add in links to associated documentation where necessary, and;
- Generally make the document easier to understand and more user friendly.

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

This policy is not targeting any specific Section 75 groups. There may be incidental benefits for particular equality groups although that is not the main objective of the policy.

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

The policy was initiated by the HR&OD Service Unit. This review was carried out by the Acting Head of HR&OD and the Policy Officer.

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

The policy is owned by the Head of Service HR & OD.

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

**Yes/No**



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

Financial

~~Legal~~ Not Applicable

Other

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

**Staff:** All staff but particularly those who make or enact buying or policy decisions that can favour individuals, business or other groups seeking to influence council decision making. Internal Audit service.

**Service users:** Businesses and special interest groups seeking to influence decision making within the Council.

**Other public sector organisations:** NIAO. NIPSO.

**Voluntary/community/trade unions:** Voluntary and community groups, charities and community interest companies.

**Other:** Delivery partners, contractors etc.

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

<b>Name of policy/strategy/plan</b>	<b>Who owns or implements?</b>
Accounting Manual	Director of Corporate Services
Procurement Policy	Director of Regeneration & Growth

**Available evidence**

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

This review was informed by the previous version of the policy, as well as changes in the council's operating procedures since the last review. Consideration has also been given to the law pertaining to this area, particularly the Bribery Act (2010).

<b>Section 75 Category</b>	<b>Details of evidence/information</b>
Religious Belief	N/A
Political Opinion	N/A
Racial Group	N/A
Age	N/A
Marital Status	N/A
Sexual Orientation	N/A
Men & Women Generally	N/A
Disability	N/A
People with and without Dependants	N/A

### **Needs, experiences and priorities**

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

<b>Section 75 Category</b>	<b>Details of needs/experiences/priorities</b>
Religious Belief	No evidence of specific needs identified in relation to this project/policy.
Political Opinion	No evidence of specific needs identified in relation to this project/policy.
Racial Group	No evidence of specific needs identified in relation to this project/policy.
Age	No evidence of specific needs identified in relation to this project/policy.

Marital Status	No evidence of specific needs identified in relation to this project/policy.
Sexual Orientation	No evidence of specific needs identified in relation to this project/policy.
Men & Women Generally	No evidence of specific needs identified in relation to this project/policy.
Disability	No evidence of specific needs identified in relation to this project/policy.
Dependants	No evidence of specific needs identified in relation to this project/policy.

## Part 2. Screening questions

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

Section 75 Category	Details of likely impact – will it be positive or negative? If none anticipated, say none	Level of impact - major or minor* - see guidance below
Religious Belief	No differential impact identified.	N/A
Political Opinion	No differential impact identified.	N/A
Racial Group	No differential impact identified.	N/A
Age	No differential impact identified.	N/A
Marital Status	No differential impact identified.	N/A
Sexual Orientation	No differential impact identified.	N/A
Men & Women Generally	No differential impact identified.	N/A
Disability	No differential impact identified.	N/A
People with and without Dependents	No differential impact identified.	N/A

\* See Appendix 1 for details.

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

Section 75 Category	IF Yes, provide details	If No, provide details
Religious Belief	N/A	No opportunities identified in relation to this policy for any of this group.
Political Opinion	N/A	
Racial Group	N/A	
Age	N/A	
Marital Status	N/A	
Sexual Orientation	N/A	
Men & Women Generally	N/A	
Disability	There may be a need to provide copies of the policy in alternative formats.	N/A
People with and without Dependents	N/A	No opportunities identified in relation to this policy for any of this group.

**Equality Action Plan 2021-2025 [new question]**

Does the activity/policy/project being screened relate to an action in the Equality Action Plan 2021-2025? ~~Yes~~/No If yes, specify which action.

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

Does this policy/activity present opportunities to contribute to the actions in our Disability Action Plan:

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

~~Yes~~/No If yes, give details/specify which action.

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



<b>Good Relations Category</b>	<b>Details of likely impact. Will it be positive or negative? [if no specific impact identified, say none]</b>	<b>Level of impact – minor/major*</b>
Religious Belief	None	N/A
Political Opinion	None	N/A
Racial Group	None	N/A

\*See Appendix 1 for details.

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

<b>Good Relations Category</b>	<b>IF Yes, provide details</b>	<b>If No, provide details</b>
Religious Belief	No opportunities identified in relation to this policy for any of this group.	No opportunities identified in relation to this policy for any of this group.
Political Opinion		
Racial Group		

**Multiple identity**

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

No impact on people with multiple identities identified.

**Part 3. Screening decision/outcome**

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

There are 3 possible outcomes:

- 1) **Screen out** - no need for a full equality impact assessment and no mitigations required because no relevance to equality, no negative impacts identified or only very minor positive impacts for all groups. This may be the case for a purely technical policy for example.
- 2) **Screen out with mitigation** - no need for a full equality impact assessment but some minor potential impacts or opportunities to better promote

equality and/or good relations identified, so mitigations appropriate. Much of our activity will probably fall into this category.

- 3) **Screen in for full equality impact assessment** – potential for significant and/or potentially negative impact identified for one or more groups so proposal requires a more detailed impact assessment. [See Equality Commission guidance on justifying a screening decision.]

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

Screening Decision/Outcome	Reasons/Evidence
<p>Option 1</p> <p><b>Screen out</b> – no equality impact assessment and no mitigation required [go to Monitoring section]</p>	<p>The policy is sole concerned with providing guidance &amp; advice to staff who have to make decisions around the acceptance or refusal of gifts &amp;/or hospitality in the course of their employment.</p>
<p>Option 2</p> <p><b>Screen out with mitigation</b> – some potential impacts identified but they can be addressed with appropriate mitigation or some opportunities to better promote equality and/or good relations identified [complete mitigation section below]</p>	<p>N/A</p>
<p>Option 3</p> <p><b>Screen in</b> for a full Equality Impact Assessment (EQIA)</p> <p>[If option 3, complete timetabling and prioritising section below]</p>	<p>N/A</p>

**Mitigation (Only relevant to Option 2)**

**Can the activity/policy/project plan be amended or an alternative activity/policy introduced to better promote equality of opportunity and/or good relations?** If so, give the **reasons** to support your decision, together with

the proposed changes/amendments or alternative activity/policy and ensure the mitigations are included in a revised/updated policy or plan.

Not Applicable

### **Timetabling and prioritising for full EQIA (only relevant to Option 3)**

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

Not Applicable

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

### **Part 4. Monitoring**

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

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

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

Monitoring of the activity generally, as part of normal review and evaluation or service improvement will take place on a regular basis.

### **Part 5 - Approval and authorisation** [insert names and job title]

	<b>Position/Job Title</b>	<b>Date</b>
Screened by: [should be the person(s) responsible for the project/activity]		
Reviewed by:	Equality Officer	
<b>Approved by:</b> [normally a Head of Service]		

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

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

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



## Appendix I - Rural Needs Impact Assessment (RNIA) Template

### SECTION 1 - Defining the activity subject to Section 1(1) of the Rural Needs Act (NI) 2016

#### 1A. Name of Public Authority.

Lisburn & Castlereagh City Council

#### 1B. Please provide a short title which describes the activity being undertaken by the Public Authority that is subject to Section 1(1) of the Rural Needs Act (NI) 2016.

Review of the council's current Gifts and Hospitality policy.

#### 1C. Please indicate which category the activity specified in Section 1B above relates to.

Developing a	Policy <input type="checkbox"/>	Strategy <input type="checkbox"/>	Plan <input type="checkbox"/>
Adopting a	Policy <input type="checkbox"/>	Strategy <input type="checkbox"/>	Plan <input type="checkbox"/>
Implementing a	Policy <input type="checkbox"/>	Strategy <input type="checkbox"/>	Plan <input type="checkbox"/>
Revising a	Policy <input checked="" type="checkbox"/>	Strategy <input type="checkbox"/>	Plan <input type="checkbox"/>
Designing a Public Service	<input type="checkbox"/>		
Delivering a Public Service	<input type="checkbox"/>		

#### 1D. Please provide the official title (if any) of the Policy, Strategy, Plan or Public Service document or initiative relating to the category indicated in Section 1C above.

Lisburn & Castlereagh City Council Gifts & Hospitality Policy.

#### 1E. Please provide details of the aims and/or objectives of the Policy, Strategy, Plan or Public Service.

The key aim in this revision was to split out from the policy any reference to elected members, who are to have a specific policy to cover their needs. The opportunity has also been taken to update some of the language in the original policy; add in links to associated documentation where necessary, and generally make the document easier to understand and more user friendly.

**1F. What definition of 'rural' is the Public Authority using in respect of the Policy, Strategy, Plan or Public Service?**

Population Settlements of less than 5,000 (Default definition).

Other Definition (Provide details and the rationale below).

A definition of 'rural' is not applicable.

*Details of alternative definition of 'rural' used.*

Not applicable.

*Rationale for using alternative definition of 'rural'.*

Not applicable.

*Reasons why a definition of 'rural' is not applicable.*

Not applicable.

## SECTION 2 - Understanding the impact of the Policy, Strategy, Plan or Public Service

2A. Is the Policy, Strategy, Plan or Public Service likely to impact on people in rural areas?

Yes  No  If the response is **NO** GO TO Section **2E**.

2B. Please explain how the Policy, Strategy, Plan or Public Service is likely to impact on people in rural areas.

Not applicable.

2C. If the Policy, Strategy, Plan or Public Service is likely to impact on people in rural areas differently from people in urban areas, please explain how it is likely to impact on people in rural areas differently.

Not applicable.

**2D. Please indicate which of the following rural policy areas the Policy, Strategy, Plan or Public Service is likely to primarily impact on.**

Rural Businesses	<input type="checkbox"/>
Rural Tourism	<input type="checkbox"/>
Rural Housing	<input type="checkbox"/>
Jobs or Employment in Rural Areas	<input type="checkbox"/>
Education or Training in Rural Areas	<input type="checkbox"/>
Broadband or Mobile Communications in Rural Areas	<input type="checkbox"/>
Transport Services or Infrastructure in Rural Areas	<input type="checkbox"/>
Health or Social Care Services in Rural Areas	<input type="checkbox"/>
Poverty in Rural Areas	<input type="checkbox"/>
Deprivation in Rural Areas	<input type="checkbox"/>
Rural Crime or Community Safety	<input type="checkbox"/>
Rural Development	<input type="checkbox"/>
Agri-Environment	<input type="checkbox"/>
Other (Please state)	<input type="text"/>

**If the response to Section 2A was YES GO TO Section 3A.**

**2E. Please explain why the Policy, Strategy, Plan or Public Service is NOT likely to impact on people in rural areas.**

This screening relates to a revision of the council's Gifts and Hospitality policy. This policy provides guidance to staff in the giving and accepting of gifts and hospitality in the course of their employment. As such, the potential for any aspect of it to impact people in rural areas is limited.



### SECTION 3 - Identifying the Social and Economic Needs of Persons in Rural Areas

**3A. Has the Public Authority taken steps to identify the social and economic needs of people in rural areas that are relevant to the Policy, Strategy, Plan or Public Service?**

Yes  No  If the response is **NO** GO TO Section **3E**.

**3B. Please indicate which of the following methods or information sources were used by the Public Authority to identify the social and economic needs of people in rural areas.**

Consultation with Rural Stakeholders	<input type="checkbox"/>	Published Statistics	<input type="checkbox"/>
Consultation with Other Organisations	<input type="checkbox"/>	Research Papers	<input type="checkbox"/>
Surveys or Questionnaires	<input type="checkbox"/>	Other Publications	<input type="checkbox"/>
Other Methods or Information Sources (include details in Question 3C below).			<input type="checkbox"/>

**3C. Please provide details of the methods and information sources used to identify the social and economic needs of people in rural areas including relevant dates, names of organisations, titles of publications, website references, details of surveys or consultations undertaken etc.**

Not applicable.

**3D. Please provide details of the social and economic needs of people in rural areas which have been identified by the Public Authority?**

Not applicable.

**If the response to Section 3A was YES GO TO Section 4A.**

**3E. Please explain why no steps were taken by the Public Authority to identify the social and economic needs of people in rural areas?**

This screening relates to a revision of the council's Gifts and Hospitality policy. This policy provides guidance to staff in the giving and accepting of gifts and hospitality in the course of their employment. As such, the potential for any aspect of it to impact the social & economic needs of people in rural areas is limited.

**SECTION 4 - Considering the Social and Economic Needs of Persons in Rural Areas**

**4A. Please provide details of the issues considered in relation to the social and economic needs of people in rural areas.**

Not applicable.

SAMPLE

## SECTION 5 - Influencing the Policy, Strategy, Plan or Public Service

5A. Has the development, adoption, implementation or revising of the Policy, Strategy or Plan, or the design or delivery of the Public Service, been influenced by the rural needs identified?

Yes  No  If the response is **NO** GO TO Section **5C**.

5B. Please explain how the development, adoption, implementation or revising of the Policy, Strategy or Plan, or the design or delivery of the Public Service, has been influenced by the rural needs identified.

Not applicable.

If the response to Section **5A** was **YES** GO TO Section **6A**.



**5C. Please explain why the development, adoption, implementation or revising of the Policy, Strategy or Plan, or the design or the delivery of the Public Service, has NOT been influenced by the rural needs identified.**

This screening relates to a revision of the council's Gifts and Hospitality policy. This policy provides guidance to staff in the giving and accepting of gifts and hospitality in the course of their employment. As such, the potential for any aspect of it to be influenced by rural needs are limited.

## **SECTION 6 - Documenting and Recording**

**6A. Please tick below to confirm that the RNIA Template will be retained by the Public Authority and relevant information on the Section 1 activity compiled in accordance with paragraph 6.7 of the guidance.**

I confirm that the RNIA Template will be retained and relevant information compiled.

<b>Rural Needs Impact Assessment undertaken by:</b>	
<b>Position/Grade:</b>	
<b>Division/Branch</b>	
<b>Signature:</b>	
<b>Date:</b>	
<b>Rural Needs Impact Assessment approved by:</b>	
<b>Position/Grade:</b>	
<b>Division/Branch:</b>	
<b>Signature:</b>	
<b>Date:</b>	

<b>Committee:</b>	Governance and Audit Committee
<b>Date:</b>	14 September 2023
<b>Report from:</b>	Director of Regeneration and Growth

## CONFIDENTIAL REPORT

<b>Reason why the report is confidential:</b>	Information relating to the financial or business affairs of any particular person (including the Council holding that information)
<b>When will the report become available:</b>	
<b>When will a redacted report become available:</b>	<i>Following Ratification at Full Council - Early October 2023</i>
<b>The report will never become available:</b>	

<b>Item for:</b>	Noting
<b>Subject:</b>	<b>Asset Management</b>

1.0	<p><b><u>Background and Key Issues</u></b></p> <p><b>Asset Management Limited Assurance Audit Report, Deep Dive,</b></p> <p>At the meeting of the G&amp;A Committee held on 22 June 2023 it was agreed that a deep dive of the Asset Management Limited Assurance Audit Report would be reported at September Committee.</p> <p><b><u>Background</u></b></p> <ol style="list-style-type: none"> <li>1. The Internal Audit Operational Plan was approved by the Governance &amp; Audit Committee on the 10<sup>th</sup> March 2022 and included a provision for a review of Asset Management within the Council.</li> <li>2. The main stated objective for the internal review was to assess the adequacy and effectiveness of the key controls and compare them to Northern Ireland Audit Office (NIAO) guidance entitled “A Strategic Approach to the Use of Public Sector Assets - a Good Practice Guide for Local Government in Northern Ireland” issued in October 2021.</li> <li>3. This guidance was a collaboration between the NIAO and the Strategic Investment Board (SIB) as advisors and experts on Asset Management within Northern Ireland’s public sector. SIB are also currently leading on a Local Councils’ Estates Forum with the underlying objective being to collectively translate the theory (from the guide) into a realistic and deliverable set of principles and actions that help everyone in the sector. The HOS Assets has been participating in this Forum.</li> <li>4. The scope of the review was enhanced further by capturing any learning points from a critical NIAO Report that was released on the 7<sup>th</sup> July 2022 into Land Acquisitions and Disposals at another NI Local Authority.</li> <li>5. Since no previous review in this area had previously taken place, the Internal Audit Section reviewed Land and Acquisition and Disposal activity from the merger of the legacy Councils in April 2015 to the present. This was to obtain an understanding of the quantum and values</li> </ol>
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of Land and Property Acquisition, Disposals and Easements during that period and then to select a sample for more detailed examination.

6. It was acknowledged there is a series of legacy issues inherited by the Assets Service which was relatively recently established in July 2019.
7. The findings of the Audit concluded with a Limited rating with one Priority 1 recommendation, four Priority 2 and three Priority 3 was accepted by management.
8. Whilst the management position accepted the limited assurance as a true reflection of the Estates portfolio at that time, it was acknowledged as a work in progress and had been delayed in line with wider restructure proposals and other factors. It should be noted not all the findings were universally accepted as there had been a number of improvements that had been implemented.

### **Key Issues**

1. The recommendations from the Audit report and the subsequent actions are attached (see **Appendix 1**).

### **Progress to date**

1. An action plan has been agreed through the Council's governance arrangements and presented to Committee.
2. In line with priority one recommendation in terms of key policy development these have progressed. A draft Council property assets acquisitions and disposal policy, as well as a community asset transfer policy, has been agreed by Council and they are currently out to public consultation. These are due to end September 2023, and a report will be presented to the Regeneration and Growth Committee in the autumn.
3. Disposal opportunities have been completed for:
  - a. Friends Meeting House Maghaberry (sold)
  - b. Surplus land at Hillsborough Road, Lisburn (sold)
  - c. Navigation House (Leased)
  - d. Moneyreagh Community Centre surplus section of land (leased)
  - e. Carpark at Bridge Street has been disposed off. (leased)
4. Disposal opportunities currently being progressed and considered are:
  - a. Former Barbour Nursery School and play area site Sloan Street as a regeneration initiative
  - b. Laganbank/Linenhall Street Car Park. (Development Plan moved to ITT)
  - c. Castle Street, Lisburn, surplus land (Development Plan at PQQ phase)
  - d. Car Park at Quay Street/Queens Road (discussions with potential partners)
  - e. Grove Activity Centre as Community Asset Transfer (CAT), currently evaluating business case by interested party
  - f. Queen Elizabeth II Playing Fields, currently awaiting business case from interested party for CAT of surplus section of land
  - g. Bradford Court, 2 tenants secured, (Urology Enquiry and GP Federation), 1 tenant currently negotiating extension of lease for 1 year (NILGA), One tenant currently exploring potential for lease (Local GP Practice)
  - h. Derriaghy Primary School (Development Plan moving to negotiation) - note there has been two failed EOIs for this site,
  - i. Lisburn City Centre Management Offices, Market Square, Lisburn - relocation
5. Acquisitions have been completed for:
  - a. Storage Unit at Altona Road (for Parks and Amenities, relocation from Greenwood)

6. [REDACTED]  
[REDACTED]  
[REDACTED]  
Project Boards have been commissioned to progress each of these projects.
7. Commercial opportunities have been pursued through planning permissions being granted for advertisement by third parties and new concession contracts.
8. Developing an understanding of the opportunities to reduce the Council's carbon footprint by alternative sustainable generation technologies has been commissioned.

### **Estate Strategy**

9. A review of the Council Estate Strategy is currently progressing with the view of aligning the previous draft strategy to the format as recommended in the Guidance published by The NI Audit Office and Strategic Investment Board.
10. Current estate data management systems do not provide an integrated system that will allow data on individual properties or across the estate to be easily compiled, updated and analysed. A more detailed review of the LCCC's estate data management systems will be explored as part of the Council's new financial package which has a proprietary module.
11. The Strategic Investment Board NI have established a Cross Council Estates Forum and the Head of Assets had been in attendance at several meetings. The Forum shares estate and asset management knowledge and experiences from within the local and wider UK Councils with a view to aligning asset and estate management practices and techniques to a local context.
12. A new revised and updated asset register is currently being progressed.
13. Detailed action plan attached (**see Appendix 2**).

### **Next Steps**

14. G&A Committee to note the progress made across the various work-streams and pragmatic approach driven through the Council's estate in support of the overall efficiency agenda. A commercialisation approach through leverage, disposals and alternative uses of assets, including the offer of further concessions, to enable an increased income generation.
15. The Members will note progress with the following by way of highlight:
- Formal adoption of new policies.
  - Review and assessment of pilot Community Asset Transfer policy.
  - Developing an asset management action plan following a revision of the draft estates strategy.
16. In addition, officers continue to seek an understanding of the changing estates needs in line with operational requirements, resource planning and service delivery. A further update on all of the above will be brought back through the relevant committees for consideration and, where required, approval.

2.0

### **Recommendation**

It is recommended that Members note the update and progress on the Council's Asset Management, including the response to the Internal Audit recommendations.



3.0	<b><u>Finance and Resource Implications</u></b>	
	Budgets will be included within the various Council budget provisions and estimates process	
4.0	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out  This is an update report explaining progress and as such not deemed to require screening. Any projects or policies delivered from the programmes will include their own Screening processes.	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.  This is an update report explaining progress and as such not deemed to require an impact assessment. Any projects or policies delivered from the programmes will include their own impact assessment processes.	

<b>Appendices:</b>	<b>Appendix 1 – Summary Audit Findings</b> <b>Appendix 2 – Asset Management action plan</b>
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**The recommendations from the Audit report,**

- (i) *Estate Strategy*  
Re-visit the Draft Estate Strategy to progress its finalisation and re-fresh objectives with implementation dates and responsible officers in an agreed action plan.
- (ii) *Progress Reports on Asset Management Work Streams (Annual)*  
Updates on Asset Management work streams should be provided at least annually to all Council Members.
- (iii) *Council Policies and Procedures*  
Asset Management Policies and procedures to be finalised and approved with the most up to date mapped processes to be agreed.
- (iv) *Assets Team Structure*  
Escalate related Asset Team staff structures so that key roles and responsibilities can be mapped against the current roster of staff.  
  
(An Estates Manager was appointed in July 2021 who reports to the Head of Service Assets who has the implied role of Assets Champion who then reports to the Director – Regeneration and Growth (formerly Director of Transformation).
- (v) *Asset Register*  
A variety of Assets Schedules and spreadsheets should be reviewed, enhanced if necessary and reconciled to the Council's Financial Accounts (Balance Sheet).  
(There is an agreed position this task has been transferred to the Assets Team to progress.
- (vi) *Performance Improvement Measures for Asset Management*  
Establish more robust Asset Management Performance Management processes and related targets and Key Performance Indicators.
- (vii) *Land & Property Risk and Actions – visibility*  
Identify, assess and include Estate and Asset Management Risks and Actions in LCCC Corporate, Departmental and Service Risk Registers.
- (vii) *Tracking Rental Agreements*  
That a formal process is established to capture and track when rental agreements are to be reviewed and the rent increased in line with the Retail Price Index.

## Action Plan

<i>Objective</i>	<i>Ref &amp; lead</i>	<i>Planned Actions</i>	<i>Priority Level</i>	<i>Target Completion date</i>	
Action Context for Delivery	(i) DR	<b>Estate Strategy</b> 1. A revised proportionate Estates Strategy will be redrafted by the Estates Manager to be presented to Corporate Management Team and subsequently Regeneration and Growth Committee for scrutiny and adoption. 2. This will demonstrate roles and responsibilities including the segregation of duty. 3. This will have refreshed objectives to reflect the post COVID working environment with implementation dates and responsible officers in an agreed action plan. 4. The associated implementation will be tempered by the requisite skills availability and the progress of the Assets restructure.	3	December 2023	
	DR/C McC DR			2	On going
	DR				February 2023 ongoing
	(ii) AR/HOS  DR/C McC			<b>Progress Reports on Asset Management Work Streams</b> 1. Updates on Asset Management work streams will be presented to CMT in line with efficiency programme of work as required or on a bi-Annual basis. 2. As part of the councils rates setting programme or as otherwise required, an Estates Work Stream will be presented to Regeneration and Growth Committee for scrutiny and consideration.	2
Governance to Support Delivery	(iii) AR	<b>Council Policies and Procedures</b> Asset Management Policies and procedures to be finalised on the following work areas; 1. Encroachment and enforcements 2. Planned preventative maintenance process roles and responsibilities 3. Roles and Responsibilities to third party sign off on license and over sail arrangements for land use 4. Acceptance Legacy Article40 agreements and Section76 lands transfer 5. Present Policy on Acquisition and Deposals to Regeneration and Growth Committee including <ul style="list-style-type: none"> <li>• position for deviation from LPS processes</li> <li>• valuation</li> <li>• public consultation</li> </ul>	1	Complete working Policy approved by CMT	
	AR			Complete PPM process outlined,	
	HOS			One over sail agreement re DIIB/Comber Greenway bridge with BCC. BCC are updating their agreement.	
	CH			Feb 2024	
	DR			June 2023 completed	

<b>Objective</b>	<b>Ref &amp; lead</b>	<b>Planned Actions</b>	<b>Priority Level</b>	<b>Target Completion date</b>
	HOS	6. Process Mapping relating acquisition and disposals procedure for land title transfer to CMT		March 2023 completed inc. in Policy
	DR/LM	7. Present a draft community asset transfer for consultation to Regeneration and Growth Committee ( Policy Maturity anticipated to take 18 months involving DFC and public consultation )		March 2023 completed
	AR	8. Develop a process for rental and leases of third parties		March 2023 inc in policy completed
	FH	9. Develop a process for Mapping and Land registry of all council assets		April 2023 review of registered land in progress. Needs input by GIS officer
	DR/LM	10. Develop a policy for rent reviews for incorporation into standard leases including tracking arrangements		April 2023 inc. in policy
	AR	11. Develop a standard license, lease and rental template agreement for both land and buildings for presentation to Regeneration and Growth Committee		Oct 2023 inc. in policy, Standard licences in use, Outline of lease requirements inc. in policy and template produced
	JH	12. Develop annual process for cross reference of balance sheet and asset register valuation		Nov 2023
	AR	13. Develop a policy position on adverse possession		Complete encroachment policy agreed by CMT
	FH	14. Develop an easy reference of restrictions and incumbencies on file as part of a standard file structure that includes, risks special insurances and other abnormal		January 2024
	(iv)	<b>Assets Team Structure</b>		

<b>Objective</b>	<b>Ref &amp; lead</b>	<b>Planned Actions</b>	<b>Priority Level</b>	<b>Target Completion date</b>
	DR/CM	Take forward Asset Team staff structures so that key roles and responsibilities can be mapped against the current roster of staff with responsibilities in this area.	2	Dec 2023
	(v) FH	<b>Review back-log of Administration tasks</b> Pending documentation retained in Regeneration and Growth Committee (Strong Room) to be reviewed to establish if actions are concluded, pending information from the GIS officer or on hold for other reasons.	2	November 2023
	(vi) C McC/DR	<b>Estate Strategy and consistency with other Council Plans</b> Ensure Council plans to contain more focused references to the Council's Estate and Asset Management plan and its objectives in their next iterations.	3	October 2023
Development of Asset Management Capability	(vii) AR/JH	<b>Asset Register</b> Consolidate Estates gazetteer with associated register to be reconciled to the Council's Financial Accounts (Balance Sheet).	2	June 2023 – 2024, Asset register largely completed, but will require outcome information to be added following lease and title review to fully inform.
	(viii) HOS	<b>Performance Improvement Measures for Asset Management</b> Develop for agreement robust Asset Management Performance Management processes and related targets and Key Performance Indicators.	2	July 2024/5,  16 KPIs, with 5 primary and 11 secondary measures identified in guidance doc. Data capture systems are not currently in place to record and analyse measures. Requires to identify, develop and implement appropriate IT systems to capture, monitor and analyse the data. A review of appropriate systems is on-going
	(ix) DR	<b>Land &amp; Property Risk and Actions – visibility</b> Develop following assessment, Estate and Asset Management Risks and Actions in LCCC Corporate, Departmental and Service Risk Registers.	1	June 2023 completed but on-going process
	(x) AR/HoS	<b>Tracking Rental Agreements</b> Develop a formal process to capture and track when rental agreements are to be reviewed and the rent increased in line with the Retail Price Index. This includes flagging of break clauses	2	July 2023 ongoing, In-depth review of all leases and linked to Asset Register with appropriate reminder generated.
NIAO Guidance				

<b>Committee:</b>	Governance and Audit Committee
<b>Date:</b>	14 <sup>th</sup> September 2023
<b>Report from:</b>	Internal Audit Manager

## CONFIDENTIAL REPORT

<b>Reason why the report is confidential:</b>	Information relating to the financial or business affairs of any particular person (including the Council holding that information).
<b>When will the report become available:</b>	
<b>When will a redacted report become available:</b>	30 <sup>th</sup> September 2023
<b>The report will never become available:</b>	

<b>Item for:</b>	Noting
<b>Subject:</b>	Internal Audit – Progress Report

1.0	<b><u>Background and Key Issues</u></b>	
	<i>The purpose of this report is to summarise Internal Audit work and progress against the Operational Plan since the last G&amp;A Committee meeting on the 22<sup>nd</sup> June 2023. A copy of any Internal Audit Report(s) referred to in the progress report are also provided in full in the Resources Section of Decision Time under Committees/Governance &amp; Audit/Confidential – Internal Audit Reports 2023.</i>	
2.0	<b><u>Recommendation</u></b>	
	<b>Members should note the content of the Progress Report</b>	
3.0	<b><u>Finance and Resource Implications</u></b>	
	None	
4.0	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out	N/A
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out.	N/A



**Appendices:**

Internal Audit Progress Report

*Internal Audit Progress Report*

*14<sup>th</sup> September 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 on the 22nd June 2023.

### 1.2 Resources

The Internal Audit Team is comprised of 0.5 Internal Audit Manager and 2 full time Auditor posts.

### 1.3 Progress against 23/24 Operational Plan/Outstanding 22/23 Reports

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

Stage	Status	As at June 2023	As at 23 <sup>rd</sup> August 2023
	Not due to start per plan	17	10
	Planning underway	1	2
	Draft Terms of Reference (awaiting sign-off HOS)	1	0
	Terms of Reference Agreed	2	4
	Fieldwork	0	3
	Draft Report	0	1
	Final Report	0	1
	Cancelled	1	1
<b>Total</b>		<b>22</b>	<b>22</b>

### *Outstanding 22/23 reports*

The Internal Audit team continue to work on finalising the revised 22/23 audit plan.

There are two outstanding assurance audit reports. One of which is Museum Artefacts which has a completed Draft Report currently with the service for management responses. Audit fieldwork on an IT Licensing audit is progressing with some work being re-scheduled due to staff leave in both the audit and service teams over the summer.

Any outstanding advisory reports will be addressed within the 23/24 audit plan.

### *1.4 Changes to 23/24 Internal Audit Plan*

Due to the restructure within the Council and the creation of the new Directorate of Organisational Development and Innovation the following Sponsor amendments to the Internal Audit Plan have been agreed.

<b>Audit Ref.</b>	<b>Auditable Unit</b>	<b>Type of Review</b>	<b>Original Sponsor</b>	<b>Revised Sponsor</b>
<b>2324 - 03</b>	Payroll including expenses	<b><u>Assurance</u></b>	DF&CS	DODI
<b>2324 - 04</b>	Personal (Recruitment, Retention and HR Policies)	<b><u>Assurance</u></b>	DF&CS	DODI
<b>2324 - 05</b>	Attendance Management	<b><u>Assurance</u></b>	DF&CS	DODI
<b>2324 - 09</b>	Corporate Performance	<b><u>Advisory</u></b>	DF&CS	DODI
<b>2324 - 13</b>	Internal Change Projects	<b><u>Assurance</u></b>	DST	DODI



## 2. Summary of Reports

### 2.1 Overview

The following reports have been finalised during the period.

Ref	Name	Type	Outcome	P1	P2	P3	Insights
22/23 - 26	Capital Programme	Assurance	Satisfactory	-	-	-	3
<b>Total</b>				-	-	-	3

### 2.2 Capital Programme

#### Overview of Review

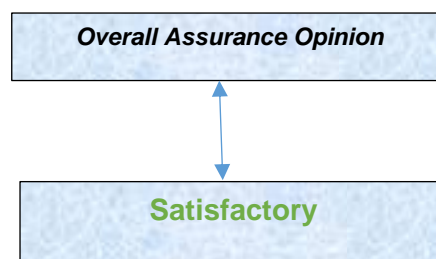
The previous year Internal Audit Operational Plan, as approved by the Governance & Audit Committee on the 10th March 2022, included a review of the Capital Programme within the Council.

The overarching objective for this review was to assess the policies and procedures surrounding the governance arrangements to ensure that they meet best practice and ensure any risks relating to the Capital Programme was being mitigated and managed effectively. This review was assurance in nature.

Further details regarding the specific objectives, scope and approach are outlined in **Section 2 of the main report**.

#### Summary of Findings and overall assurance rating

Findings	P1	P2	P3	Insights
Adequacy of controls	-	-	-	-
Effectiveness of controls	-	-	-	3
<b>Total</b>	-	-	-	<b>3</b>



Overall this review has concluded with a **satisfactory** assurance rating with three insights relating to:

### Insights

1. To ensure that staff are working towards the relevant updated guidance, documents should be finalised and not left at draft. In the absence of any final version where considerable time has lapsed, version control of the guidance will evidence that the documents are regularly reviewed to ensure that they remain fit for purpose. **See section 3.1 of main report.**
2. Currently the Capital Strategy lays out the professional qualifications or specialisations for Finance functions. There is no equivalent for the Project Management Office (PMO) staff. Consideration should be given to provide a section in the Strategy that identifies profession/specialisms required of PMO staff. **See section 3.2 of main report.**
3. Due to the change in Committee reporting and the new elected members sitting on Committees since the election in May 2023 it will be prudent to provide the relevant training on the Capital Programme to facilitate the right level of scrutiny to any decision making. **See section 3.3 of main report.**

### Opinion

It is the auditor's opinion that the system of controls surrounding the governance arrangements for the Capital Programme are satisfactory.

## 2.3 Other Internal Audit Work

### Training

The team completed the online Fraud Prevention training. This training covered Anti-Fraud, Bribery and Corruption.

### Freedom of Information (FOI)

The Internal Audit Plan had scheduled an advisory review of the Council's Policy Framework - FOI in 2023/24.

The Council launched a new FOI database system on the 9<sup>th</sup> August 2023 and prior to the launch the Internal Audit team carried out an advisory review of the supporting documentation such as the Staff Guidance and other associated documents. These documents had been scheduled to be presented to Heads of Service and senior managers the previous week.

A Draft Internal Audit Report was issued to management prior to distribution of FOI Staff Guidance – and we await responses.

Nothing significant was identified in our report in which we made three insights. The main focus of the insights was to ensure training was completed by all Heads of Services and line managers and relevant staff from the various Council services.

The information gained in this advisory report will form background to the 23/24 – 07 Data Governance & Security (FOI requests) assurance review.

## Public Sector Internal Audit Standards - External Assessment

The external assessment is scheduled to take place in financial year 2024/25. Work will be ongoing during the year to ensure that we have all documentation and procedures available for the peer review to take place. Further information will be brought to the G&A whenever it becomes available.

## National Fraud Initiative (NFI) – Data Matching

The volume of matches received by the Council can be broken down over the following headings:

• Payroll	79
• Creditors	495
• Procurement	<u>10</u>
<b>Total</b>	<b><u>584</u></b>

The Council's Creditors team have reviewed those Creditors matches marked high risk and found nothing untoward up to now.

The Internal Audit team recently closed down a Payroll report that contained 11 matches – some of these had been under investigation due to a small number of staff working for LCCC on a casual basis and other public bodies. The results of these investigations found all in order with no contracted hours from other public bodies overlapping with casual hours of the staff we reviewed.

Investigations into Payroll and an additional sample of Creditors matches will continue over the coming months as and when resource allows. As indicated previously there is no obligation or expectation from the Audit Office to investigate all matches.

## 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 23<sup>rd</sup> August 2023

Implementation of recommendations is based upon management's assessment of whether the audit recommendation has been addressed. Currently there are no outstanding recommendations.

## 3.2 Recommendations Deemed Discharged by Management



### 3.3.1 Recommendations Deemed Discharged by Management as at 23<sup>rd</sup> August 2023

Table 3.3.1 highlights that since 1<sup>st</sup> April 2023 there have been 18 recommendations deemed discharged by management.


Internal Audit undertook follow up work / sought evidence to support this and can confirm that to date, that all 18 of these recommendations have been fully implemented.


	Priority 1	Priority 2	Priority 3	Insights	Total
Fully Implemented since April 2023 to June 2023 CMT. Reported previously.	-	-	3	-	3
Internal Audit confirmation of discharged recommendations since last CMT Report, please see below.	-	6	9	-	15
<b>Total</b>	-	6	12	-	18



### 3.3 Internal Confirmation of Discharged Recommendations






Audit	Rec No	Original Recommendation	Management Action Plan	Priority	Implementation Date (s)	Results of Follow Up Work
<b>1920-06 – Cash Handling and Income Collection</b>	<b>514</b>	<p>All centres should comply with the Cash Handling Procedure and perform and document till lifts when tills amounts exceed procedure limits. In the medium term, management should consider reviewing the policy to consider if till limits should be increased at locations with a higher volume of cash transactions. If limits are changed, management should ensure to liaise with Finance to ensure the Accounting Manual is updated for the amendments.</p> <p>Management/supervisors should ensure that an explanation for all discrepancies is obtained and documented as per the policy. In the medium term, management should consider adding a threshold to the policy regarding discrepancies that require explanation.</p>	<p>Paperwork completed by Reception staff is checked on daily basis in larger centres. Management to agree who is responsible for doing checks at smaller centres and golf clubs. Management and Finance to agree an acceptable till limit. Policy to be reviewed.</p>	3	<p><b>Original Date:</b> 31<sup>st</sup> December 2019</p> <p><b>Revised Date:</b> 31<sup>st</sup> May 2023</p>	
<b>2021-06 – Review of Personnel (Recruitment, Retention and HR Policies)</b>	<b>608</b>	<p>Services should ensure the induction of agency workers is carried out, and is evidenced. Senior Management should highlight the</p>	<p>HR&amp;OD should ensure to remind Line Managers of their duties regarding Agency Worker Induction Programme and</p>	3	<p><b>Original Date:</b> 30<sup>th</sup> November 2022</p> <p><b>Revised Date:</b> 31<sup>st</sup> May 2023</p>	







		<p>importance of complying with this process within their service department and review signed documentation.</p> <p>HR&amp;OD should continue to send out emails to the Line Managers Group reminding them of their responsibilities.</p>	<p>that they should be held within their service units. This can also be highlighted at training sessions which will be happening in the near future.</p>			
<p><b>2223-18 – Review of Cemeteries</b></p>	<p><b>618</b></p>	<p>Management need to put in place systems of control, which should give them assurance that all relevant procedures are being implemented. It should be identified what additional measures should be taken to support Management in implementing such control systems. This could include:</p> <ul style="list-style-type: none"> <li>• Each procedure has an executive summary and states required actions in clear, comprehensive language;</li> <li>• Procedures need to be readily and easily available to all relevant staff so that they are aware of</li> </ul>	<p>A preliminary review of procedures should be performed. This will ensure that issues relating to incorrect, or incomplete material is quickly addressed.</p> <p>Management should ensure that the importance of complying with regulations and guidance, is emphasised with both staff and undertakers/memorial sculptors. Comprehensive written procedures which are easily accessible by all members of staff can reduce the risks of errors and inconsistency.</p>	<p>2</p>	<p><b>Original Date:</b> 30<sup>th</sup> June 2022</p> <p><b>Revised Date:</b> N/A</p>	

		<p>their existence and requirements, to better facilitate compliance;</p> <ul style="list-style-type: none"> <li>• These procedures need to be tested before implementation, this will provide managers with more support to monitor compliance;</li> <li>• Development of a feedback process so that observations of staff and managers responsible for using procedures can be captured and used to inform future iterations of the procedures;</li> <li>• Training of staff from both Service Units on updated procedures</li> </ul>				
<b>2019 – Procurement</b>	<b>540</b>	<p>The Risk Register for the Procurement section be brought up to date, maintained and action plans tracked to ensure targets are met.</p>	<p>Given the nature of the findings, the Council has initiated a strategic review of procurement and contract management.</p> <p>The Director of Transformation</p>	2	<p><b>Original Date:</b> 30<sup>th</sup> September 2020</p> <p><b>Revised Date:</b> 31<sup>st</sup> May 2023</p>	

			<p>will lead a working group set up to undertake the review (Terms of Reference currently in development) which will cover inter alia:</p> <p>Procurement and contract management framework</p> <p>Roles and responsibilities</p> <p>Monitoring and reporting (including CMT reporting)</p> <p>Training awareness for staff including Heads of Service and CMT members.</p>			
		<p>The requirements of the Council Standing Orders and Accounting Manual should be communicated to staff responsible for bringing reports to Committee.</p> <p>In particular the requirement that all contracts over £30K must be signed and sealed at full Council.</p>	As Above	2	<p><b>Original Date:</b> 30<sup>th</sup> September 2020</p> <p><b>Revised Date:</b> 31<sup>st</sup> May 2023</p>	
		Accounting Manual procedures regarding the usage of Single	As Above	2	<p><b>Original Date:</b> 30<sup>th</sup> September 2020</p>	





	Tender Actions should be adhered to – without exception.				<b>Revised Date:</b> 31 <sup>st</sup> May 2022	
	The Accounting Manual should be revised to include monetary thresholds for authorisation of Purchase Orders.	As Above	2		<b>Original Date:</b> 30 <sup>th</sup> September 2020  <b>Revised Date:</b> 31 <sup>st</sup> May 2023	
	The Renewable Contract Register should be fully updated - to show all relevant information such as contract end date, value and officer(s) responsible.	As Above	2		<b>Original Date:</b> 30 <sup>th</sup> September 2020  <b>Revised Date:</b> 31 <sup>st</sup> May 2023	
	The Declaration of Interest form mentioned in the Accounting Manual should be drafted and approved for use.  This form must be completed (to include Nil returns) by every officer involved in the procurement process.	As Above	3		<b>Original Date:</b> 30 <sup>th</sup> September 2020  <b>Revised Date:</b> 31 <sup>st</sup> July 2023	
	Inconsistencies in the wording/contents of the Accounting Manual and Standing Orders in relation to procurement should be corrected.	As Above	3		<b>Original Date:</b> 30 <sup>th</sup> September 2020  <b>Revised Date:</b> 31 <sup>st</sup> July 2023	
	Exception Reporting Controls should be introduced so as to monitor aggregate spend on those Contracts that are cross departmental.  Monthly reports should be monitored and any exceptions escalated to CMT for possible investigation. All reports and out-	As Above	3		<b>Original Date:</b> 30 <sup>th</sup> September 2020  <b>Revised Date:</b> 31 <sup>st</sup> May 2023	

		workings should be retained for audit purposes.				
		The Accounting Manual requirements regarding purchases below £1500 should be followed by all departments.  Evidence of these checks such as emails, memo of phone calls should be retained for audit purposes.	As Above	3	<b>Original Date:</b> 30 <sup>th</sup> September 2020  <b>Revised Date:</b> 31 <sup>st</sup> May 2023	
<b>2022-26 Planning Development Management</b>	<b>611</b>	Planning authorities should keep a record of details of the Neighbour Notification, carried out in relation to applications. This is for the purposes of transparency and to assist in any further notification and there is an audit trail maintained.	Implement GovNotify system of bulk mailing of Neighbour Notifications.  Run and retain weekly logs for Neighbour Notifications.  Monthly reports to Management Team meetings.	3	<b>Original Date:</b> 30 <sup>th</sup> June 2023  <b>Revised Date:</b> 31 <sup>st</sup> July 2023	
	<b>613</b>	As stated within the Scheme of Delegation this should be subject to review by the Planning Committee periodically.	Review Scheme of Delegation.	3	<b>Original Date:</b> 30 <sup>th</sup> June 2023  <b>Revised Date:</b> 31 <sup>st</sup> July 2023	
<b>2022 -10 Legal</b>	<b>631</b>	The Planning and Capital Development unit should liaise with Corporate Communications and Administration to ensure that information required is being provided as set out in the FMP as soon as possible.	1. The Planning and Capital Development Unit will engage with Central Support and ensure that all information required is provided going forward so that the master spreadsheet can be updated.  2. Central Support will add	3	<b>Original Date:</b> 31 <sup>st</sup> May 2023  <b>Revised Date:</b> 31 <sup>st</sup> July 2023	



			a step to the procedure, requiring follow up if Planning information is not received.			
--	--	--	---	--	--	--

Key:





	Implemented
	Partially Implemented
	Not Implemented
	Not Due





#### 4. Quality Assurance






KPI's for Internal Audit Plan 2023/24 are monitored on an ongoing basis.







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 Internal Audit Plan	20%
3	Audit Delivery	80% of Recommendations accepted	N/A
4	Customer Satisfaction Results	Achievement of Customer Feedback average score of 3 or more.	N/A
5	Resources / Costs	Manage the costs of the IA team within agreed budget	On track

Appendix 1 23/24 Operational Plan updated as at 23<sup>rd</sup> August 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	









<b>PY - 2223 - 20</b>	Waste Disposal and Recycling	<u>Assurance</u>	DES	
<b>PY - WIP</b>	Previous years audits b/f - started but not completed as at 31/03/2023		ALL	
	<b>Key Theme: Financial</b>			
<b>2324 - 01</b>	Income Collection, Billing & Debt Management	<u>Assurance</u>	DF&CS - HoS Finance	
<b>2324 - 02</b>	Grants (others)	<u>Assurance</u>	DF&CS - HoS Finance	
<b>2324 - 03</b>	Payroll including expenses	<u>Assurance</u>	DODI	

<b>Resources: Organisational Development</b>				
<b>2324 - 04</b>	Personal (Recruitment, Retention and HR Policies)	<u>Assurance</u>	DODI	
<b>2324 - 05</b>	Attendance Management	<u>Assurance</u>	DODI	
<b>Resources: Other</b>				
<b>2324 - 06</b>	Commissioning, Procurement & Contract Management	<u>Assurance</u>	DST	
<b>2324 - 07</b>	Data Governance and Security (FOI Requests)	<u>Assurance</u>	DES	
<b>2324 - 08</b>	Corporate Health & Safety	<u>Assurance</u>	DES	

<b>Governance</b>				
2324 - 09	Corporate Performance	<u>Advisory</u>	DODI	
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>	DODI	
2324 - 14	Capital Project Management/PMO	<u>Assurance</u>	DST	



	Operational Delivery			
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

<b>Committee:</b>	Governance and Audit Committee
<b>Date:</b>	14 <sup>th</sup> September 2023
<b>Report from:</b>	Head of Finance

## CONFIDENTIAL REPORT

<b>Reason why the report is confidential:</b>	Information relating to the financial or business affairs of any particular person (including the Council holding that information).
<b>When will the report become available:</b>	After Full Council
<b>When will a redacted report become available:</b>	N/A
<b>The report will never become available:</b>	N/A

<b>Item for:</b>	Noting
<b>Subject:</b>	Annual Audit Letter 2021-22: Lisburn & Castlereagh City Council

1.0	<b><u>Background and Key Issues</u></b>	
	<ol style="list-style-type: none"> <li>1. The Northern Ireland Audit Office has issued the Annual Audit Letter under Regulation 17 of the Local Government (Accounts and Audit) Regulations (Northern Ireland) 2015 and the Code of Audit Practice 2021.</li> <li>2. The Northern Ireland Audit Office will present the Annual Audit Letter which is attached for Member's attention.</li> </ol>	
2.0	<b><u>Recommendation</u></b>	
	It is recommended that Members note the attached Northern Ireland Audit Office - Annual Audit Letter for 2021/2022.	
3.0	<b><u>Finance and Resource Implications</u></b>	
	Not applicable	
4.0	<b><u>Equality/Good Relations and Rural Needs Impact Assessments</u></b>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <b>or</b> rationale why the screening was not carried out	
	Not Applicable	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No

4.4	Brief summary of the key issues identified and proposed mitigating actions <b><u>or</u></b> rationale why the screening was not carried out.  Not Applicable	

<b>Appendices:</b>	Annual Audit Letter 2021-22: Lisburn & Castlereagh City Council Northern Ireland Audit Office – Letter to David Burns
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David Burns  
Chief Executive  
Lisburn & Castlereagh City Council  
Island Civic Centre  
The Island  
LISBURN  
BT27 4RL

Dear David

### **Annual Audit Letter 2021-22: Lisburn & Castlereagh City Council**

Please find enclosed the Annual Audit Letter issued under Regulation 17 of the Local Government (Accounts and Audit) Regulations (Northern Ireland) 2015 and the Code of Audit Practice 2021.

Regulation 17 requires a local government body to:

- a) publish (as a minimum on the local government body's website) the letter;
- b) notify the local government auditor of the date of publication, and
- c) make copies available for purchase by any person on payment of a reasonable sum.

The Code of Audit Practice 2021 states that whilst it is the responsibility of the Council to publish the annual audit letter, the Local Government Auditor may publish each annual audit letter on the NIAO website to enhance the transparency of public reporting.

I would be grateful if you would arrange to include the Annual Audit Letter on the agenda of the next meeting of the Audit Panel.

I would like to take this opportunity to thank you and your staff for the assistance and co-operation received throughout the audit.

Yours sincerely



**Colette Kane**  
*Local Government Auditor*



# Annual Audit Letter

**Lisburn and Castlereagh City Council**  
2021-22

**Date**

July 2023



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*We have prepared this report for Lisburn and Castlereagh City Council's sole use. You must not disclose it to any third party, quote or refer to it, without our written consent and we assume no responsibility to any other person.*

# **1. Key Messages**

## **Audit of Financial Statements**

The 2021-22 financial statements were certified without qualification as noted in my audit report. Key statistics from the accounts are outlined.

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## **Work on economy, efficiency and effectiveness**

The Council has in place proper arrangements to secure economy, efficiency and effectiveness in the use of its resources.

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## **Governance**

The governance statement reflects compliance with relevant guidance and standards.

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## **Other Areas of interest**

- Absenteeism figures for 2021-22.
  - The latest National Fraud Initiative.
  - The Local Government Auditor's Report for the year to 31 March 2021 was published on 21 December 2021.
- 

## **Outlook**

- COVID-19 considerations.

## **2. Introduction**

1. As Local Government Auditor, I have a statutory responsibility to provide an opinion on the Council's financial statements. The results of my audit of the 2021-22 Statement of Accounts are summarised in this report.
2. The legislative role for the Local Government Auditor is contained in the Local Government (Northern Ireland) Order 2005 and the Local Government (Northern Ireland) Act 2014. In addition, the Code of Audit Practice, published on 1 April 2021, prescribes the ways in which statutory audit functions are to be carried out. The Code of Audit Practice is supported further by a Statement of Responsibilities of Local Government Auditors and Local Government Bodies. Both of these documents are published on the NIAO website.
3. Management have specific responsibilities regarding the production of financial statements and are expected to have effective governance arrangements in place to deliver the Council's corporate objectives. The publication of the financial statements is an essential means to account for the stewardship and use of public money each year.
4. As external auditor, it is my responsibility to form an opinion on whether:
  - the financial statements give a true and fair view of the financial position of the Council and its income and expenditure for the year then ended;
  - the financial statements have been prepared in accordance with the relevant accounting and reporting framework as set out in legislation, applicable accounting standards or other directions thereunder;
  - the parts of the remuneration report to be audited have been properly prepared in accordance with the Department for Communities' directions; and
  - the information given in the Narrative Report is consistent with the financial statements.
5. There is a range of various other matters which can be reported by exception and they are outlined in the Code of Audit Practice. One of these items relates to the information published with the audited financial statements, such as the governance statement. I report if the governance statement is not consistent with the information gathered during the audit including that gained from carrying out work on the Council's arrangements for securing economy, efficiency and effectiveness of resources, and our work on performance improvement.

6. This report is solely based upon those matters that have come to my attention as a result of normal audit procedures. Consequently, our comments should not be regarded as a comprehensive record of all deficiencies that may exist or all improvements that could be made.

### **3. Audit of Financial Statements**

#### **Statement of Accounts**

1. The accounts should be prepared in accordance with International Financial Accounting Standards as interpreted for Local Government in the, 'Code of Practice on Local Authority Accounting in the United Kingdom'.
2. The financial statements were signed by the Chief Financial Officer and submitted for audit on 22 September 2022. Following the audit, the Statement of Accounts were approved by the Council and certified by me within the statutory deadline of 30 September 2022. The Statement of Accounts are published on the Council's website.
3. On conclusion of the audit, the 2005 Order requires me to issue a certificate stating the audit is complete and to give an opinion on the statement of the accounts. The audit certificate and opinion are contained within the Statement of Accounts.

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#### **Audit Certificate and Opinion**

4. For the year ended 31 March 2022, I gave the following unqualified opinion on the financial statements.

In my opinion:

- the financial statements give a true and fair view, in accordance with relevant legal and statutory requirements and the Code of Practice on Local Authority Accounting in the United Kingdom 2021-22, of the financial position of the Council as at 31 March 2022, and its income and expenditure for the year then ended; and
  - the financial statements have been properly prepared in accordance with the Local Government (Accounts and Audit) Regulations (Northern Ireland) 2015 and the Department for Communities' directions issued thereunder.
5. At the end of the audit I issue a Report to those charged with Governance, addressed to the Chief Executive of the Council, on the results of the audit, noting the most significant issues, making recommendations and seeking comments. That report is presented separately to the Governance and Audit Committee.
  6. As a result of exceptional and material funding received from various government departments in response to the COVID-19 pandemic, Council's usable reserves have increased from £36,456k at 31st March 2021 to £39,770 at 31st March 2022, an increase of £3,314k. It is important that there are clear plans to utilise these reserves in the future.



7. We note ongoing discussions with employees regarding pay settlements are taking place. We also note the impact of increased energy and other costs will affect Council activities. It is therefore essential that detailed financial projections and the careful monitoring of spend is given priority.
-

## 4. Key Statistics

<b>Income / Expenditure</b>	<b>2021-22 £000's</b>	<b>2020-21 £000's</b>	<b>Variance £000's</b>
Total Income	72,519	75,458	(2,939)
Total Expenditure	79,508	70,273	9,235
Net cost of services on continuing operations	56,874	45,035	11,839

	<b>2021-22 £000's</b>	<b>2020-21 £000's</b>	<b>Variance £000's</b>
<b>Capital Expenditure in year</b>	2,122	474	1,648

<b>Capital / Reserves</b>	<b>2021-22 £000's</b>	<b>2020-21 £000's</b>	<b>Variance £000's</b>
Useable Reserves	39,770	36,456	3,314
Tangible Fixed Assets	147,558	150,544	(2,986)
Loans Outstanding	22,387	24,242	(1,855)

<b>Staff</b>	<b>2021-22 £000's</b>	<b>2020-21 £000's</b>	<b>Variance £000's</b>
Staff numbers (FTE)	710	713	(3)
Staff Costs (including Agency costs)	30,743	29,193	1,550
Staff Absence Total	13.6 days	11.5 days	2.1 days
• short term	3.5 days	1.2 days	2.3 days
• long term	10.1 days	10.3 days	(0.2) days

## **5. Work on economy, efficiency and effectiveness**

### **Proper Arrangements**

1. The Local Government (Northern Ireland) Order 2005 requires me to be satisfied that the Council has in place proper arrangements for securing economy, efficiency and effectiveness in the use of its resources.
2. The Council is required to maintain an effective system of internal control that supports the achievement of their policies, aims and objectives, while safeguarding and securing value for money from the public funds and other resources at their disposal.
3. My review of the Council's arrangements for securing value for money covered a wide range of areas including:
  - Strategic priorities, financial strategies and policies;
  - Financial reporting systems and sound financial internal controls;
  - Procurement strategies and policies to deliver sustainable outcomes and value for money;
  - Promoting a good governance environment including managing risks and systems of internal control;
  - Asset management strategies and policies to safeguard assets, deliver objectives and generate value for money; and
  - A framework to manage the workforce to effectively support the achievement of strategic priorities.
4. On the basis of my review this year, I am satisfied the Council has in place proper arrangements to secure economy, efficiency and effectiveness in the use of its resources.

## **6. Governance**

### **Annual Governance Statement**

1. The Local Government (Accounts and Audit) Regulations (Northern Ireland) 2015 requires the Council to conduct a review, at least once in a financial year, of the effectiveness of its governance framework (including its system of internal control) and to then approve an Annual Governance Statement.
  2. I am required to report if the Annual Governance Statement:
    - does not reflect compliance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020-21;
    - does not comply with proper practices specified by the Department for Communities; or
    - is misleading or inconsistent with other information I am aware of from my audit.
  3. My review did not highlight any inconsistencies.
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### **Internal Audit**

4. The 2015 Regulations also require councils to undertake an adequate and effective internal audit of its accounting records and of its systems of risk management, internal controls and governance processes using current internal auditing standards. The Council has an in-house Internal Audit function that conducted a review on the effectiveness of the systems of internal controls in place during 2021-22. The findings of this work were presented to the Council's Governance and Audit Committee for review and considered by me as part of the audit process.
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### **Governance and Audit Committee**

5. It is essential that Members exercise effective scrutiny of the internal controls processes and procedures in place within the Council. One way that Members carry out this function is through the Governance and Audit Committee.
6. The Governance and Audit Committee is also invited to review my audit reports and my staff attend meetings to present audit findings.

## **7. Other areas of audit interest**

### **Absenteeism**

1. For the twelve months to the end of March 2022, the average number of day's sick absence in the Council was 13.6 days per full time employee as compared to 11.5 days in 2020-21. The Council has told me that the increase of 2.1 days was mainly due to the furlough scheme ending and Covid related absence.
  2. The Local Government Auditor produced a good practice guide on Managing Attendance in Central and Local Government on 23 November 2020. The report provides an overview of sickness absence across central and local government in Northern Ireland and sets out key principles for managing attendance that are consistent across the public sector.
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### **Local Government Auditor's Report – 2021**

3. The annual [Local Government Auditor's Report](#) was published on 21 December 2021 and is available on the NIAO website. The report summarises my perspective on financial audits and performance improvement work in the year to 31 March 2021.
  4. The Report highlights areas of strength and areas for improvement within local councils. It also considers important issues that may affect councils in the medium term. The Council and its members should consider this report in the context of its own activities for any improvements that could be made.
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### **Performance improvement audit and assessment**

5. Under the Local Government (Northern Ireland) Act 2014 the Council has a statutory duty to make arrangements to secure continuous improvement in the exercise of its functions and to set improvement objectives for each financial year.
6. Each year councils are required to produce an Annual Improvement Plan for the year ahead and a self-assessment report for the year just past. The Local Government Auditor is required to audit the prior year self-assessment report and the incoming Annual Improvement plan and assess whether the Council is likely to have complied with the legislation.
7. Due to the pandemic, the requirement to publish an improvement plan for 2020-21 was set aside. As a result the audit of the 2020-21 self-assessment report did not include a review of performance of improvement objectives for that year.
8. My Annual Improvement Report for 2021-22 was published on 31 March 2022 and concludes that Council met its statutory duties in



relation to publication of the 2020-21 self-assessment report and 2021-22 Annual Improvement Plan. Given the impact of the pandemic on council services, however, I was unable to conclude on an assessment of whether the council was likely to meet their performance improvement responsibilities under legislation for the 2021-22 year.

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## **WGA**

9. Whole of Government Accounts (WGA) are consolidated financial statements for the whole of the UK public sector. The National Audit Office audits these accounts and sets the overall audit approach. As such the Council is within the band of organisations in 2021-22 where additional audit procedures were not required.
  10. The Whole of Government Accounts annual return for 2020-21 has been submitted for HM Treasury's consolidation process.
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## **NFI**

11. The Council participates in the National Fraud Initiative, a UK wide data matching exercise undertaken every two years that is designed to highlight savings for the public sector as a whole.
  12. The report summarising the results of the data matching for the period 1 April 2020 to 31 March 2022 was published on 19 July 2022 and is available on the NIAO website.
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## **Audit Fee**

13. The audit fees for the financial audit and performance improvement audit are in line with the estimate.

## **8. Outlook**

### **Ongoing impact of COVID-19 pandemic**

1. The COVID-19 pandemic has had a significant impact on society and on the economy since 2020. Councils had to adapt quickly to ensure continued provision of their key critical services such as waste collection and disposal, community support, and registrations of deaths and burial services. Additionally, Councils suffered losses in income from the closure of their income-generating facilities and services such as leisure centres.
2. In May 2021 the Finance Minister announced further COVID 19 funding to address a range of ongoing pressures. This included £10 million to Councils to ensure the continued delivery of local public services, as well as £3 million to support council-managed community development and advice services via the Community Support Programme.
3. There continues to be wide reaching impacts from the pandemic and challenges for councils to deliver a balanced budget, even with central government support. It is extremely important that the Council has detailed medium term financial plans which are regularly monitored and updated.
4. A second report by the Comptroller and Auditor General was on the NI Executive's response to the COVID-19 Pandemic was published on 8 June 2021.

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### **And finally.....**

5. I would like to thank the Council for its continued co-operation during the audit. My staff and I look forward to working with Council during the year in preparation for next year's audit.