



March 3rd, 2022

Chairman: Councillor John Palmer

Vice Chairman: Alderman J Baird

Aldermen: O Gawith, S P Porter and J Tinsley

Councillors: S Carson, S Eastwood, J Gallen, J Lavery BEM, S Lee, S Lowry, G McCleave, C McCready, R McLernon and A Swan

**Ex Officio: The Right Worshipful the Mayor, Alderman S Martin
Deputy Mayor, Councillor T Mitchell**

Notice Of Meeting

A meeting of the **Governance and Audit Committee** will be held on **Thursday, 10th March 2022** at **6:00 pm** in the Council Chamber and remote locations for the transaction of business on the undernoted Agenda.

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

A light buffet will be available in the **Members' Room** from 5.30pm.

David Burns
Chief Executive
Lisburn & Castlereagh City Council

Agenda

COVID-19 SAFETY MEASURES

When attending meetings in the Council Chamber you are asked to observe the following measures to ensure the safety of your Council colleagues and members of staff:

Prior to meetings if you are experiencing symptoms of COVID-19 please do not attend. Book a test and self-isolate.

Whilst not compulsory, you are encouraged to satisfy one of the three following conditions before attending meetings:-

- been fully vaccinated for more than two weeks; **or**
- have had a negative PCR test or rapid lateral flow test taken within 48 hours of meetings
- (a lateral flow test taken at home will need to be reported into the public reporting system); **or**
- evidence of a positive PCR test result for COVID-19 within the previous 180 days and following completion of the self-isolation period.

Please be reminded of the following measures which remain in place:

- Face coverings must be worn indoors unless seated at a desk. They must be worn when leaving the Council Chamber for any reason.
- Good hand hygiene should be adhered to and hand sanitiser is available in the ground floor foyer and the Council Chamber.
- Social distancing remains strongly advised. Desks will be distanced at 1m apart and you should keep face-to-face contact to a minimum.

Lisburn & Castlereagh City Council fully supports the NI Executive in its call for people to make safer choices.

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 CHIEF EXECUTIVE

3.1 Party Group Leaders Forum

 [3.1 Membership of PGLF.pdf](#)

4.0 REPORT BY PERFORMANCE IMPROVEMENT OFFICER

4.1 Complaints Report - Q3

4.1 - Complaints.pdf **Page 4**

4.1 Complaints - Appendix 1.pdf **Page 6**

4.2 Performance Improvement Objectives, Case Studies & Associated KPIs - 3rd Quarter Review

4.2 - PIP.pdf **Page 14**

4.2 - PIP - Appendix 1.pdf **Page 17**

4.2 - PIP Appendix 2.pdf **Page 27**

4.3 Draft Performance Improvement Objectives & Projects 2022/23

4.3 - Performance Objs.pdf **Page 31**

4.3 - Performane Objs - Appendix 1.pdf **Page 33**

4.4 NI Audit Office - Audit and Assessment Report 2021-22

4.4 - Audit Assessment.pdf **Page 35**

4.4 - Audit Assessment Appendix 1.pdf **Page 37**

4.4 - Audit Assessment Appendix 2.pdf **Page 54**

5.0 REPORT BY RISK OFFICER

5.1 Corporate Risk Register

Item 5.1 CRR Report.pdf **Page 56**

Item 5.1 - CRR - Appendix 1.pdf **Page 58**

6.0 CONFIDENTIAL BUSINESS - "IN COMMITTEE"

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

6.1 REPORT BY DIRECTOR OF FINANCE AND CORPORATE SERVICES

6.1.1 NIAO Audit Strategy

6.2 REPORT BY INTERNAL AUDITOR

6.2.1 Lisburn & Castlereagh City Council 2020/21 Annual Audit Letter

6.2.2 Internal Audit Progress Report - March 2022

6.2.3 Draft Internal Audit Operational Plan 2022-23

6.2.4 Internal Audit Charter

6.2.5 Terms of Reference for Governance and Audit Committee

6.2.6 Governance and Audit Committee Self-Evaluation Outcome Report

7.0 ANY OTHER BUSINESS



Governance & Audit Committee

10th March 2022

Report from:

Chief Executive

Item for Decision

TITLE: Party Group Leaders' Forum

Background and Key Issues:

1. The Party Group Leaders' Forum meets monthly to act as a sounding board for officers with regards to emerging strategic and operational matters and to outline likely business at the monthly meeting of the Council. The Forum has no decision making powers.
2. Attendance at the Forum was last reviewed by the Governance & Audit Committee in April 2015. At that time, it was agreed that the Party Group Leaders' Forum include parties with 3 or more Elected Members, with single Member parties having access to anything discussed at the meetings.
3. At the height of the Covid-19 pandemic, the Party Group Leader Forum was suspended and replaced with a Covid-19 Party Group Forum. With service matters delegated to Officers during that period, the Covid-19 Party Group Forum met weekly to consider operational impacts arising from the pandemic, including deliverability of critical services, finances, suspension of events and closing/re-opening of Council facilities. All decisions however, rested with Senior Officers in consultation with the relevant Committee Chair and Vice Chair. Once normal Council governance recommenced, the Covid-19 Party Group Forum ended and the Party Group Leaders' Forum was reinstated on a monthly basis.
4. An approach was made to the Chief Executive by Councillor Ryan Carlin, requesting that consideration be given to extending attendance at the Party Group Leaders' Forum to groups with fewer than 3 Elected Members on Council. The rationale for this was to

increase inclusiveness, increase transparency and to support democratic representation of all communities.

5. There is no consistency in approach across all of the NI Councils and no legislative backed policy or procedure to outline the requirements of a Party Group Leaders' Forum. At a Central Government level, a party is recognised when it has at least 1 Member within the Assembly whilst representation on its Business Committees, requires a party to have a minimum of 5 Members.
6. In some Councils, parties with fewer than 3 Elected Members are offered separate (but collective) briefings, or a collective nominee is identified from all of the smaller parties to provide a representative at such meetings.
7. It is for Members to decide upon representation at the Party Group Leaders' Forum and options are presented for consideration as follows:
 - Option 1 – the Status Quo remains ie, parties with 3 or more Elected Members be represented, with single or dual Member parties having access to anything discussed at the meeting.
 - Option 2 – mirror the business committee of Central Government ie parties with 5 or more Elected Members be represented, with all other parties having access to anything discussed at the meeting.
 - Option 3 - parties of 2 or more Elected Members be represented, with single Member parties having access to anything discussed at the meeting
 - Option 4 – The Status Quo remains except, a nominee is invited to represent all parties with fewer than 3 Elected Members. All single or dual Member parties continue to have access to anything discussed at the meeting
 - Option 5 – representation of all parties (currently DUP, UUP, APNI, SF, SDLP, Green & 1 x Independent)
8. Irrespective of the decision Members agree at this time, I would recommend that membership of the Forum be reviewed every 4 years, after the Local Government Elections. This will ensure that membership of the Forum reflects the wishes of the new Council.

Recommendation:

It is recommended that the Committee:

- Considers the 5 options above and agrees a preferred option; and
- Agrees to membership of the Forum being reviewed every 4 years following the Local Government elections to ensure the Forum reflects the wishes of the new Council.

Finance and Resource Implications:

None.

Screening:

Equality and Good Relations

N/A

Environmental Impact Assessment

N/A

Rural Impact Assessment

N/A

SUBJECT TO PLANNING APPROVAL:

No

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

APPENDICES:

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HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

[Empty text box for date]



Governance & Audit Committee

10th March 2022

Report from:

Performance Improvement Officer

Item for Decision

TITLE: Complaints Report – Q3

Background and Key Issues:

1. Attached under **Appendix I** is a comparative report taken from the Council’s Customer Care System. This report details the number of comments, complaints and compliments in Quarter 3 (October – December inclusive) of 2021/22.
2. This report is presented for consideration and scrutiny as appropriate.

Recommendation:

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

Finance and Resource Implications:

N/A

Screening:

Equality and Good Relations

No

Environmental Impact Assessment

No

Rural Impact Assessment

No

SUBJECT TO PLANNING APPROVAL:

No

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

APPENDICES:

Appendix I – complaints during Q3 (October – December inclusive)

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

Customer Care Report

Q3

1st October 2021 –
31st December 2021

Lisburn & Castlereagh City Council

Quarter 1 (Q1) - Quarter 2 (Q2) - Quarter 3 (Q3) Analysis

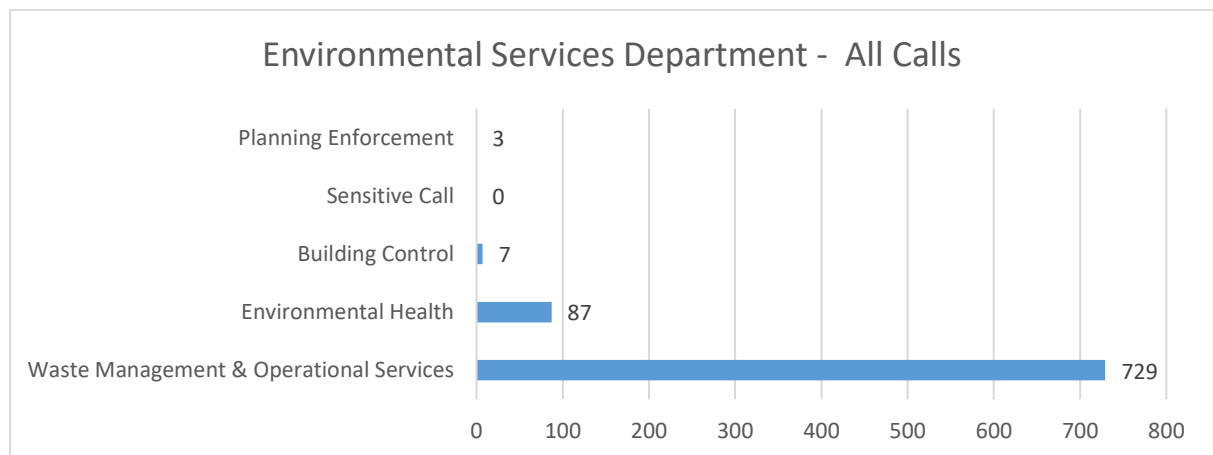
Call Type	Q1 2021-2022	Q2 2021-2022	Q3 2021-2022
Service Requests	1125	1034	740
Complaints	183	129	116
Compliments	38	49	52
Comments	63	29	41
TOTAL CALLS	1409	1241	949

Customer Care calls decreased between Q2 and Q3 by 292, a reduction of 23.5%. Complaints decreased by 13 (10%) to **116**. Comments received through Customer Care increased by 12 (41.3%) to 29 with Compliments also rising by 3, an increase of 6.1%.

Analysis of Customer Care Calls in Quarter 3 per Department

Department	Comments	Complaints	Compliments	Service Requests	TOTAL
Chief Executive’s Office	0	0	1	0	1
Environmental Services	18	59	13	736	826
Finance & Corporate Services	1	0	13	0	14
Leisure & Community	21	19	22	1	63
Service Transformation	1	9	3	3	16
Non Council	0	29	0	0	29
TOTAL	41	116	52	740	949

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

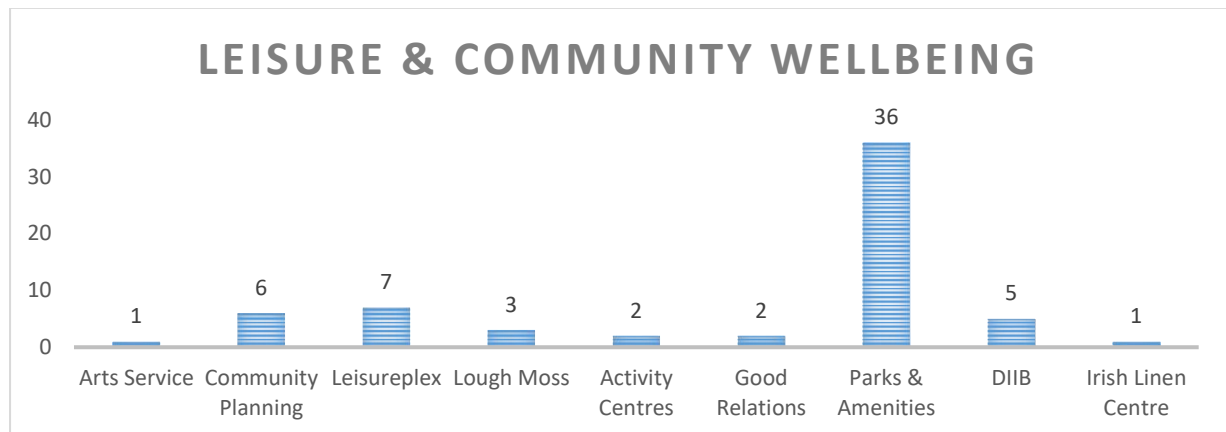


Overall 826 Customer Care calls were logged to Environmental Services, 729 of these were for Waste Management and Operational Services. A total of 660 calls were in relation to Domestic Refuse Collection; 531 recorded as damaged, 23 not collected and 71 recorded as missing were the most common issues. The amount of damaged bins recorded remains high at 531, however this has decreased by 32.5% from 787 in Q2. The damaged bins are a mix of colours, unfortunately it cannot be identified if there is a problem with bin quality or an issue with vehicles during collection. Further areas of note were Street Cleansing with 22 calls, Litter bins with 10 and the Bryson House Contract with 20.

There were 87 service requests recorded for Environmental Health. This is an increase of 10 (13%) from 77 in Q2. They are categorised as follows: Dog Control (25), Fly Tipping (18), Off Street Parking (10), Noise (9), Litter (5), Pollution Control (5), Pest Control (5), Public Health & Housing (4), Health & Safety (3), Cemeteries Administration (1), General (1), Graffiti (1).

There were 7 calls for Building Control, a mixture of compliments and service requests in relation to street signage/postcodes. 3 service requests for Planning Enforcement related to; a query regarding the drive in cinema at Lets Go Hydro, a listed building query and a query regarding a road closure due to ongoing works at a proposed battery site.

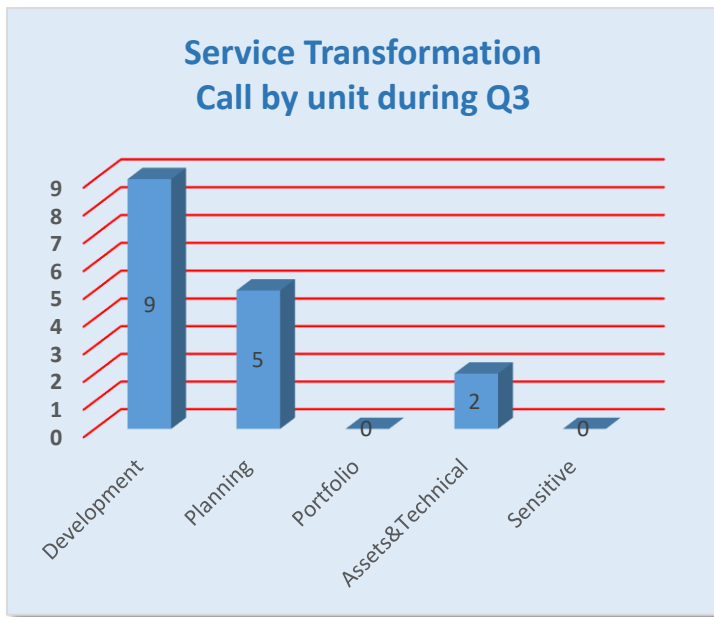
A breakdown of calls received for Leisure & Community Wellbeing is as follows:



Parks and Amenities within the Department received the highest number of calls at 36. There were 11 complaints, 12 compliments and 13 comments. Complaints were varied and in relation to graves, a memorial chair, staff, play park access, car parking and damage to clothing. The Leisureplex received 7 calls consisting of 1 complaint, 1 comment and 6 compliments. The complaint was in relation to the cleanliness of the shower area. The 6 calls for Community Planning events were complaints mainly focused on the Fireworks display at Hillsborough.

There were 5 calls logged in relation to Dundonald International Ice Bowl in Q3. 1 was a comment, 2 complaints and 2 compliments. The 2 complaints concerned customer service and staff not wearing masks.

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



Within Service Transformation 16 calls were logged. This was a decrease of 3 calls from Q2. 9 of these were complaints and were mainly in relation to planning objections. Other complaints related to the LCCC TV advertisement, parking at Royal Hillsborough and a local regeneration plan. The remainder of the 16 calls were made up of service requests and compliments relating to the Christmas decorations and Light Festival across the Council area.

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

Q2					
Area	Comments	Complaints	Compliments	Service Requests	Total
Registration	0	0	3	0	3
Central Support	0	0	3	0	3
Centre Management	1	0	7	0	8
TOTAL	1	0	13	0	14

Within Finance & Corporate Services there were 14 calls logged. 1 comment was received in relation to the use of Island Hall for a Christmas Panto. The 13 compliments received were in relation to the Royal Hillsborough celebrations, the UK Citizenship Ceremony, events/conferences and excellent customer service provided at a number of weddings.

There were a total of 29 calls received through the Customer Care System that were Non-Council related complaints and these were referred as necessary to DFI, PSNI, DAERA, Land & Property Services and Property Management companies. 68% of these calls were referred to DFI.

Complaints Analysis

	Q4 2020/2021	Q1 2021/2022	Q2 2021/2022	Q3 2021/2022
Chief Executive	0	0	0	0
Environmental Services	153	85	62	59
Finance & Corporate Services	0	4	5	0
Leisure & Community Wellbeing	29	26	42	19
Service Transformation	20	2	9	9
LCCC Complaints Total	202	117	118	87
Non Council	46	63	11	29
Total inclusive of Non Council	248	180	129	116

Looking back at the previous 3 Quarters we can see that complaints have fallen to their lowest for the period. Environmental Services and Leisure & Community Wellbeing continue to be the 2 areas with the highest number of complaints with 59 (67.8%) and 19 (21.8%) respectively. This is to be expected as they remain the 2 departments with the highest number of calls, with 826 and 63 respectively. The re-occurring theme of damaged bins and missed collections maintains Environmental Services as department with the most complaints.

The table below provides some examples of the comments and complaints received during Q3.

	Department	Service	Issue
Comment	Environmental Services	Street Cleaning Domestic Refuse Collection Waste Management	Litter bin provision Replacement of bins correctly Property Management Enquiries
Comment	Leisure & Community Services	Parks & Amenities Community Plan.	Information on placing a memorial bench Wallace Park access (Gate opening/Closing) Tree Felling Fireworks display
Comment	Finance & Corporate Services	Centre Management	Request to use Island Hall
Complaints	Environmental Services	Waste Management	Bins not collected / Bins damaged Bryson House Contract – Bins not collected Customer Service Street cleansing
Complaints	Leisure & Community Services	Parks & Amenities Lough Moss DIIB Leisureplex	Cancelled Events Park maintenance Graves Masks/Social distancing Bookings/Membership Customer Service Cleanliness
Complaints	Service Transformation	Planning Development	Planning objections Xmas light display Television advertisement

Compliments: There were 52 compliments received during Q3, an increase of 3 from 49 in Q2. Leisure & Community Wellbeing received the highest at 22 (43%) - Parks and Amenities (12), DIIB (2), Leisureplex (5) and Activity Centres (1) Arts Services (1), Community Planning (1). In other areas Environmental Services received 13, Finance & Corporate Services 13, Service Transformation 3 and CE Office 1.

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

CHIEF EXECUTIVE

The two consultation reports are fully accessible. They are very thorough and it is good to know one is being listened too. I look forward to receiving the braille copy of the final disability action plan in due course. 8/11/21

ENVIRONMENTAL SERVICES

On Tuesday morning I reported my brown bin had lost its lid. I was told 7-10 days for a replacement. It has been replaced today (Thursday) and my old one taken away. Brilliant service, congratulations to all concerned from one very happy resident. 15/10/21

FINANCE & CORPORATE SERVICES

We were so pleased to be at the ceremony – it was really very special and beautifully done. I am sure the citizens were all delighted to be there in such a lovely place. Could you please pass on our thanks to all your team and anybody else involved. 1/12/21

LEISURE & COMMUNITY SERVICES

Thank you so much for forwarding this through (tree planting). I absolutely love it. We all had a brilliant day and the kids are so proud to think that they will be able to go back and visit their trees. 12/11/21

SERVICE TRANSFORMATION

Well done the Council. Took a drive around the city last night and was very impressed with the Xmas decorations, much better than last year and in more places this year. Take a bow for a good job done. 25/11/21

REPORTALL APP

The number of calls received on the ReportAll App has reduced in Q3 to 51, (80 in Q2). The most common reasons for reported incidents on the app continue to be fly tipping and dog fouling. Other common calls were in relation to litter bins needing emptied, street cleansing/sweeping, reports of dead animals, anti-social behaviour and graffiti.

ESCALATED COMPLAINTS

Quarter 3 saw the introduction of the new 2 stage Complaints process within the Customer Care Policy. **Stage 1 – Service Level and Stage 2 – Director Level**

There were 0 calls escalated to Stage 2 – Director Level in Q3, a reduction from 3 in Q2. There were 0 complaints escalated to the Ombudsman in Q3.

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 Q3 there were 111 surveys sent out with a return of **21**. 18 of these were rated as excellent, 1 rated as good and 2 as poor.

DEPARTMENT	EXCELLENT	GOOD	ACCEPTABLE	POOR	TOTAL
CHIEF EXECUTIVE	0	0	0	0	0
ENVIRONMENTAL SERVICES	14	0	0	2	16
FINANCE & CORPORATE SERVICES	0	0	0	0	0
LEISURE & COMMUNITY	3	1	0	0	4
SERVICE TRANSFORMATION	1	0	0	0	1
NON COUNCIL	0	0	0	0	0
TOTAL	18	1	0	2	21

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



“Issue was addressed efficiently and courteously.” - 19/11/21



“Good afternoon I contacted several agencies and they kept passing my issue on but LCCC actually dealt with it and the situation has been resolved satisfactorily. Service rating excellent.” - 10/12/21



“Excellent, in fact if there was a double excellent that would be it!!” - 17/12/21



Governance & Audit Committee

10th March 2022

Report from:

Performance Improvement Officer

Item for Decision

TITLE:

Performance Improvement Objectives, Case Studies & Associated KPIs – 3rd Quarter Review

Background and Key Issues:

1. Attached under **Appendix I**, and **Appendix 2** are two reports: The first is a quarterly monitoring document on all the projects that will demonstrate improvement against the 2021/22 Performance Improvement Objectives, including the relevant Performance Improvement KPI. Please note the additional section within this report, which details some case studies and customer feedback that have demonstrated improvement during Quarter 3. This report covers the period October - December 2021 inclusive.
2. The second report has been taken from the 'Performance Manager' System (Dashboard) detailing the Performance Improvement Key Performance Indicators (KPIs) for the organisation. These are the KPI results for the period October - December 2021 inclusive. There are 12 Performance Indicators; 6 KPIs are on target and 3 KPIs are not on target at the end of Quarter 3 and the remaining 3 KPIs are not due to be measured until the end of the financial year. However progress reporting has been provided against the annual KPIs, and explanatory notes have been provided where appropriate for all.
3. The following points should be noted:
4. **KPI Reference 151**; This KPI relates to Vitality membership, this target was not met by the end of Q3. The quarterly target of 1000 people taking out memberships was not achieved, 346 memberships were created in Q3 this is as expected, members drop off or cancel at Christmas with new members waiting until the New Year in January. However

total memberships at end of Q3 was 10,660 (3935 Head Members). This quarterly KPI is expected to improve in Q4.

5. **KPI Reference 152;** This KPI relates to footfall of all Leisure facilities, it is measured twice yearly. When restrictions lifted, centres opened with limited numbers resulting in lower footfall at the end of Q2. This will be measured again at end of Q4, it is hoped that footfall will increase during the second two quarters of the year.
6. **KPI Reference 176;** A review has been carried out of this performance improvement project as a result of changes within Sports Service. Since the start of a quarter 2, with more and more sports facilities opened there has been a greater appetite from Vitality customers to attend 'in person' classes and the uptake in the virtual programme had diminished. The service has re-evaluated the virtual programme offering and has decided to focus more on the 'in-person' classes. Resource issues within the service have also added to this. During Quarter 3, Sports Services facilities continued to offer Vitality members an extensive timetable of classes, gym sessions and activities. 1,680 classes were delivered throughout Q3 with an attendance total of 19,671 customers. Going forward in the remainder of this financial year the measure of success will be amended to focus on the number and types of classes available within the entire Vitality membership rather than only focussing on the online participation. An ongoing review will be kept in place to assess the appetite for a virtual program from Vitality customers.
7. These reports are presented for consideration and scrutiny as appropriate.

Recommendation:

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

Finance and Resource Implications:

N/A

Screening:

Equality and Good Relations

No

Environmental Impact Assessment

No

Rural Impact Assessment

No

SUBJECT TO PLANNING APPROVAL:

No

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

APPENDICES:

Appendix 1 - a quarterly monitoring document including case studies of improvement for the period October - December 2021 inclusive
Appendix 2 details the KPI results for the period October - December 2021 inclusive

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:



Performance Improvement Objectives 2021/22

In Year Review – Quarter 3, 2021/22



Performance Improvement Objective (1)

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

Improvement Project 1

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

Success Measure

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

Quarterly Update

By the end of Q3, 6 online services have been delivered within the Environmental Services Directorate:

- Building Control customers can make online Building Regulation “Regularisation applications” as well as Building Notice Applications and solicitors can make online Property Certificate applications.
- Within Environmental Health the ‘Noise App’ is available to request noise investigations. Also an online portal has been made available to funeral directors, which facilitates the online booking of a funeral or interment of ashes.
- Waste have dedicated webpage for their digital communications.

Improvement Project 2

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

Success Measure

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

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

Quarterly Update

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

Improvement Project 3

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

Success Measure

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

Quarterly Update

On-line Participatory Budgeting initiatives were launched in Castlereagh South & East in April '21. 39 applications were received from across the 2 DEAs. On the conclusion of the community voting process 32 applications received letters of offer in July 2021 with a funding total of £30,000. A further Participatory Budgeting event is planned to commence early 2022 **in person** in the Downshire West DEA, with further reporting due at end of Q4.

Objective 1 2021/22

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

Outcomes contributing to our Community Plan/Corporate Plan

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

What difference did we make?

Performance Improvement Project 1 Q3 outcomes	Feedback and Testimonials
<p>In Q3 the following two additional online services have been delivered:</p> <ul style="list-style-type: none"> • Within the Building Control service unit Conveyancing Solicitors can make online Property Certificate applications to the Council, this includes the appropriate application forms, fee payment, receipt and validation acknowledgement from Council. The Council then issues a completed response electronically, (within the 10 day performance target). • The Waste Management & Operations service unit moved the focus of its digital waste communications to a redeveloped page on the council’s website. This saw an end to information being made available on the BinFormation App. Customers now have a single source of digital information which is clearly identifiable on the website home page. The waste page continues to be updated with relevant information and improvements made where identified. For the period 01 June to 01 August 2021 (8 weeks) there were 74,269 page views on waste related matters, representing 27% of total council website page views (275,632). In the week 20-26 December 2021 there were 16,164 waste page views representing 52% of total council website traffic, rising to 31,889 waste page views in the 	<p>Customers who have engaged with the Environmental Services Directorate in an online capacity have reported many benefits, including the ability to conveniently submit Building Notice, Regularisation, and Property Certificate Applications to Building Control. Previous frustrations expressed around not being able to report a noise complaint and nuisance when it was ongoing, has now also been welcomed. Funeral Directors have also welcomed the benefits of being able to make the necessary arrangements for funerals at times which traditionally could only be made during office working hours. These customers have been able to do this in a quick, efficient and easy to use manner on a 24/7 basis. Much of the interaction through the Council’s website is customers seeking information in relation to their bin collections and access to the HRC sites. There has been significant uplift in website traffic growing from 27% of total traffic associated to waste related queries to 60% in December. In addition, customers have indicated that using the services online have been of particular benefit to those who do not have access to transport to come into the Council Offices, the ability to be able to avail of services and communicate with the various service units within the Environmental Services Directorate through online services has been particularly beneficial.</p> <p>The following are some examples of some direct feedback from customers that has been received during the first nine months of 2021/22:</p> <p><i>“A very efficient service. I was very pleased thank you.”</i></p> <p><i>“A very straightforward process.”</i></p> <p><i>“It’s very convenient. Would be great if other things could be added, example applying for birth certificates, marriage licence etc etc.”</i></p> <p><i>“As a funeral director I am now able to secure an internment time outside the traditional office working hours”.</i></p> <p><i>“The process is simple and easy to use”.</i></p> <p><i>“I can now carry out some of my working duties remotely, this has provided me with confidence whilst working through the pandemic”.</i></p>

<p>following week 27 December 2021-03 January 2022 or 60% of total council website traffic. This identifies that the page is receiving significant traffic, particularly at holiday times, and will continue to be promoted to customers.</p> <p>The Council's website is scheduled for full redevelopment in the future, which will include a further review of the waste information page.</p>	<p><i>"Thanks for your help all at the office have been great. I've phoned recently ref this online process the response has been very professional, helpful & friendly".</i></p> <p><i>"I had recent contact with the building control department with a time sensitive issue, I spoke to administration staff. At a stressful time they were amazing help and fantastic at their jobs".</i></p>
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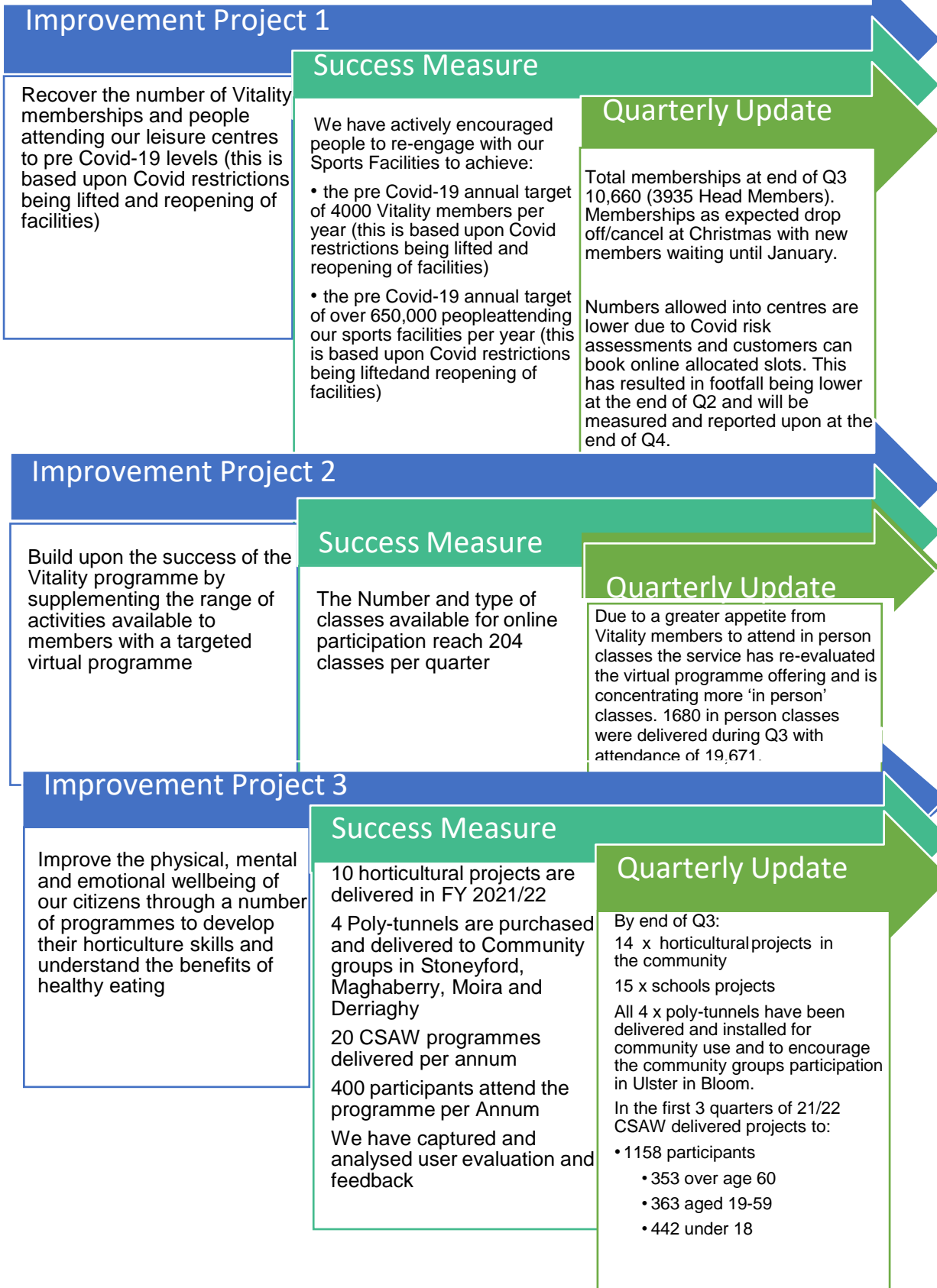
PROJECT 2: Customer Care - Complaints Handling Procedure

It is too early to determine the difference made by our reviewed complaints policy as it was only fully implemented during Q3. Further information will be provided to this Committee at a future date.

Performance Improvement Project 3 Q3 outcomes	Feedback and Testimonials
<p>In quarter one the Participatory Budgeting Initiative was launched in Castlereagh East and Castlereagh South. Due to the public health guidance in place in April 2021 it was agreed that these two schemes would be delivered in an entirely on-line format. A total of 39 applications were received - 23 applications from Castlereagh East and 16 from Castlereagh South. Following the online voting process which generated 1877 votes (934 from Castlereagh East and 943 from Castlereagh South) funding was awarded to 16 projects in each DEA generating an investment of £15,000 in each district.</p>	<p>A further Participatory Budgeting event is planned to commence in early 2022 in the Downshire West DEA, it is planned to hold this in person rather than online. Outcomes and differences generated by the Participatory Budgeting Initiative in Downshire West will be reported upon at the end of the financial year 2021/22.</p>

Performance Improvement Objective (2)

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




Objective 2 2021/22

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

Outcomes contributing to our Community Plan / Corporate Plan

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

What difference did we make? Case Studies

Performance Improvement Project 1&2 Q3 outcomes	Feedback and Testimonials
<ul style="list-style-type: none"> • Total memberships at end of Q3 10,660 (3935 Head Members). Memberships as expected drop off/cancel at Christmas with new members waiting until January. • Numbers allowed into centres are lower due to Covid risk assessments and customers can book online allocated slots. This resulted in footfall being lower at the end of Q2 and will be measured and reported upon at the end of Q4. • 1680 in person classes were delivered during Q3 with attendance of 19,671. 	<p><u>Sports Services</u> At the start of quarter 3, with a greater appetite from Vitality customers to attend 'in person' classes and the poor uptake in the virtual programme, the service has re-evaluated the programme offering and has decided to focus more on the 'in-person' classes. Sports Services continued to offer Vitality members an extensive timetable of classes, gym sessions and activities within the Vitality programme and below are details on these including feedback from customers who participated in these 'in-person' classes.</p> <p>Boxercise - The class started on 23rd November at Glenmore Activity Centre. The class was aimed at participants aged 15+years and strived to improve overall fitness levels. The class was free to Vitality members.</p> <p>Adult & Toddler Gymnastics - Parents/Guardians had the opportunity to entertain their toddler at Glenmore Activity Centre every Thursday across two session times, starting on 4 November. Children under 4 years old were able to develop their physical and social skills through the use of toys, soft play and gymnastics equipment.</p> <p>Baby Massage - A brand new Baby Massage class started at Glenmore Activity Centre on 4 November and Lough Moss Leisure Centre on Wednesday 24 November. The class was suitable for babies from 4 weeks old. The aim was to promote the use of baby massage to help with constipation, reflux, wind and help improve sleep.</p> <p>Parent & Baby Yoga - Our brand new parent & baby yoga class continued at Grove Activity Centre and has been a real hit with members! Parent & baby yoga combines various routines of posture and positions to promote both parent and baby's general health and wellbeing. This class is suitable for all fitness levels however new mothers are advised to commence exercise after their 6 week post-natal health check.</p> <p>Video Link - A video of one of the sessions can be viewed at the following link https://fb.watch/an_op1Erby/</p> <p>Customer Reviews: <i>Zara- Lee Jess – "Brilliant Class"</i></p> <p>Feel Good Yoga - The brand new 'Feel Good Yoga' was launched at Grove Activity Centre. The class was suitable for all levels and abilities. The instructor guided customers through routines of posture and sequences to strengthen, relax and increase flexibility in the body. Customer Review: <i>Rachel Scott – "Absolutely amazing class today! It was my first class with Gill and she was brill – already feeling the benefits"</i></p> <div data-bbox="1125 1496 1412 1787" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;">“</p> <p>Clearly my little one was relaxed after yoga.. lay like this when the class was finished until we had to leave! Great class thank you.</p> <p>Natalie, Parent & Baby Yoga attendee</p>  <p style="text-align: center;">”</p> <p style="text-align: center;">vitality MEMBERSHIP</p> </div>

Performance Improvement Project 1&2 Q3 outcomes

Feedback and Testimonials

Archery & Dodgeball Class - Starting on Thursday 18 November, Lough Moss Leisure Centre introduced a new children's class for 5 to 10 year olds. The class incorporated archery and dodgeball for a fun alternative session to encourage greater physical activity.

Vitality Gym Challenge - Staff at the Vitality gym at Billy Neill MBE Country Park organised a fun plank competition for members and customers. The aim was to see who could hold a plank for the longest time. The male winner held his time for an impressive 8 minutes and 51 seconds while the female winner achieved a time of 3 minutes and 3 seconds.



Squats & Tots

A new Squats and Tots class was launched at Lough Moss Leisure Centre on 14 October. Adults could enjoy a circuit style workout while their little one stays entertained with our soft play area. Suitable for children aged 4 and under.

Photo - Little twins enjoying the Squats and Tots session

Children's Football - A new children's football class commenced at Lough Moss Leisure Centre on 20 October. The class was aimed at children aged 5-7 years and 8-10 years. Customer Review: *Nicola Stevenson – "My goodness that's great, thanks for sharing"*

Children's Gymnastics - The next 10 week course of gymnastics at Glenmore Activity Centre was launched on Wednesday 6th & Thursday 7th October for primary school aged children. These popular courses were suitable for boys & girls aged 4 and over regardless of their gymnastics experience

50+ Circuits - A new 50+ circuit's class was launched at Grove Activity Centre on 1 October. The aim of the class was to improve overall fitness and strength.

Kids Games Club - The kid's games club continued at Lough Moss Leisure Centre in October. Children aged 4-6 years had the opportunity to enjoy a range of games to keep everyone entertained and active!

Yoga and Pilates - Yoga and Pilates classes continued at Dundonald International Ice Bowl to offer class provision in the east of the council area. Classes aimed to strengthen the core and increase all over muscle tone and flexibility.

Mamafit - A new Mamafit class was launched at Lagan Valley LeisurePlex in November. The post-natal class was aimed at helping mum's improve their fitness in a small group setting. The sessions focused on core and pelvic floor rehabilitation and also offered a fun outlet to meet other parents. Babies and young children were welcomed to breakdown any barriers with childcare. Support and encouragement was also available outside class times.

Line Dancing - Line dancing returned to Lagan Valley LeisurePlex in October. The sessions were an enjoyable way to improve fitness levels while having fun. The sessions were suitable for all abilities and ages, looking to get moving with some easy steps.

Evening Bootcamps - A new evening Bootcamp was launched at the Vitality Gym at Billy Neill MBE Country Park on 19 October. The sessions were delivered on the balcony area from 6pm-6.45pm and offered an alternative time to the early morning sessions.

Family Fun Sessions - The Family Fun sessions returned to Lagan Valley LeisurePlex on 7 October. The sessions provided a great way to spend quality time in a fun environment. Children enjoyed time on the bouncy castle, bikes, karts, wiggle cards and lots of games on the soft play section.

Festive Walks - Healthwise and Vitality members participated in a festive walk on 15 December at Hillsborough Forest Park. The dress code included festive hats and jumpers! Food platters were provided at the end of the walk to refuel energy levels and provide a welcomed social chat. Many participants are vulnerable so organising outdoor walks is perfect for alleviating any fears while still offering physical activity

Performance Improvement Project 1&2 Q3 outcomes

Feedback and Testimonials

opportunities.

This photo highlights the social benefits of the programme



Customer Review: Pamela –
“Thanks again for a lovely morning walk, enjoyed it...and the little picnic. Lovely touch so thoughtful”
Eileen – “So glad we had a

lovely dry day for the Christmas Walk. Everyone looked the part. Love the photos, especially the one of the lake. It would look good in a frame for the wall. How considerate and kind of the council to provide food. Happy Christmas to you and the family and very Happy New Year Gareth.”

Cardiac Rehab Referral Class – this class returned in November. The programme offered 12 weeks of specialist exercise prescription for clients who have suffered from heart attack, bypass, valve replacements, angina, stenting etc. This class is one which is vital to the local community which includes the many Vitality members and their wider family circle.

Class Feedback - During December, we added a class feedback survey to the Vitality App to enable members to evaluate their class after each session. The feedback will then be used to shape future timetables. The following provides an overview of the comments:

“Good all over workout, using a variety of equipment. Can go at whatever pace suits”

“The instructor Simon is brilliant and makes the class very enjoyable”

“The whole experience! The instructors are amazing and encourage everyone”

“I really enjoy all of my classes. I suffer from arthritis and I noticed a drop in my mobility over the holiday period because classes are off. It reassures me that I need my classes so much”

“Everyone is welcome and it’s great fun”

“Neil took it this morning and he uses a good variety of exercises”

“Great fun, good exercise and class leaders very good”

“Good instructors”

“Good length of time, 45 minutes is better than 1 hour”

“Enjoy working out, good training”

“Good range of exercises for the whole body”

“Relaxed atmosphere and good equipment”

“Good equipment and helpful staff”

“The push! You feel like you’ve really burnt some calories and enjoyed it in the process”

“The charismatic instructor. Very encouraging and amusing!”

“Good quality instructors”

“I enjoy the gym as I can go at my own pace and use the equipment that suits me and fitness levels I need”

“Good instructors – pushes hard but with a bit of fun and some rest periods!”

“Excellent instructors and good atmosphere”

Vitality Activities –

The following highlights the additional activities which were available to Vitality members.

Lane Swimming - During December, session times for both lane swimming and open family swims were extended in the 25m pool to accommodate the increased demand.

Skate with Santa - Every Saturday in December, members and customers had the opportunity to skate with Santa during the afternoon session. The aim was to create a festive feeling to the skating session and add value to the customer’s experience. Breakfast and Supper with Santa could also be booked during this period.

Performance Improvement Project 1&2 Q3 outcomes

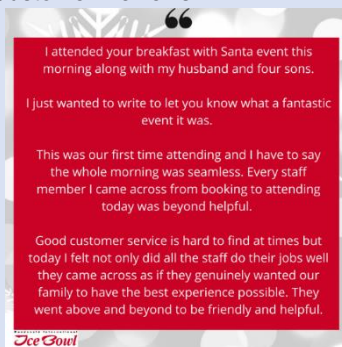
Feedback and Testimonials

Video Link - The following link promotes the Skate with Santa experience <https://www.facebook.com/dundonaldicebowl/videos/613582433216044>

A photo of children enjoying a skate with Santa



Customer Reviews:



Halloween

In October, both Dundonald International Ice Bowl and Lagan Valley LeisurePlex organised Halloween events to add value to the customer's experience. These additional events were available free of charge to enhance both members and customers visit to the centres. Lagan Valley LeisurePlex held a pool party in the Leisure Pool with DJ entertainment and face painting. Dundonald International Ice Bowl welcomed superhero characters, DJ entertainment, face painting and arts and crafts.



12 Days Of Christmas Promotion - During December, a promotional campaign was launched to raise the profile of the wide range of activities available as part of the Vitality membership package. Each day from 1 – 12 December prospective or existing members had the opportunity to win a daily activity prize through our social media platforms. The final prize accumulated with 3 months household membership to inspire more families to get active.

- 14 x community horticultural projects in the community
- 15 x schools projects
- A further project saw thousands of plants and compost handed out to 36 x community groups
- All 4 x poly- tunnels have been delivered and installed for community use and to encourage the community groups

Parks & Amenities

A lot of great work has taken place up to the end of Q3 to improve the physical, mental and emotional wellbeing of our citizens through a number of programmes which are developing their horticulture skills and helping them understand the benefits of healthy eating.

One project saw thousands of plants and compost handed out to 36 x community groups

Below is some feedback on the School Allotment Programme:

- 'Sense of achievement and motivation for the children to grow veg themselves'
- 'Great programme, healthy organic growing and healthy food'
- 'Making children aware of the importance of growing'



Performance Improvement Project 1&2 Q3 outcomes

- participation in Ulster in Bloom.
- In the first 3 quarters of 21/22 CSAW delivered projects to: 1158 participants
 - 353 over age 60
 - 363 aged 19-59
 - 442 under 18

Feedback and Testimonials

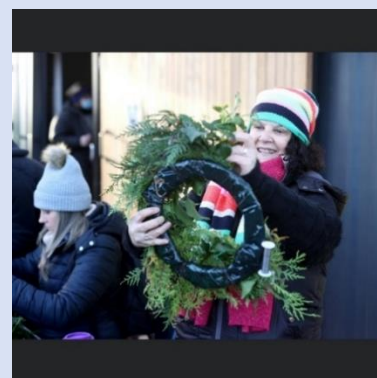
'I just wanted to thank you for organising what was a brilliant two days for the children. They loved every minute of it as did the staff attending. We are working on outdoor learning across the school and would be interested in any other workshops you would have throughout the year. Thanks again Nuala'



'The class really enjoyed their time at the allotments and are looking forward to this week. Many thanks and keep us in mind for any future projects!'

Wreath-Making feedback

'I've been meaning to email to say how much I enjoyed the wreath making work shop - can't believe that was a week ago! Anyway, the course was fun and instructive - Mary was great! I've since made 3 wreaths - all received with pleasure. Many thanks to you (& Lisburn Council!) Rosemary'



Halloween Pumpkin Carving Workshops feedback

'Great activity for kids, half term fun and entertainment for kids, something good in the community with the family.'

Men's Walking Rugby at Lough Moss:

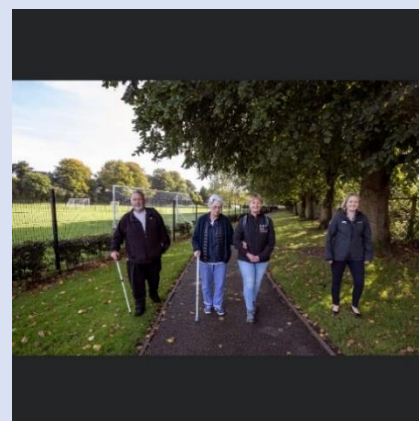
'Great fun and good exercise, programme fantastic.'

Over 50s Pilates: 'Please keep Pilates going ladies and me enjoying it. They're perfect as they are, and Cindy is a brilliant teacher.'

Men's Health Day: 'Makes me want to get out more to socialise and get fitter.'

Disability Bowling League: 'Sense of belonging to a group with a common goal.'

Online Yoga: 'These have been an amazing & enjoyable classes. They have also encouraging me to continue with yoga practice & maintain fitness online.'

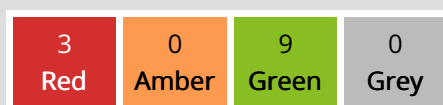
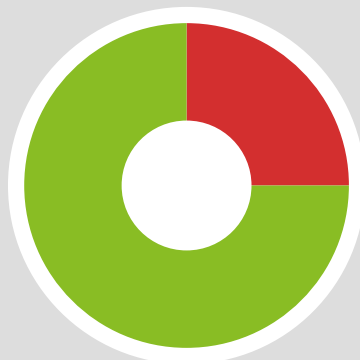


Performance Summary

All

(Type = 'Performance Improvement')

Wednesday 9th of February 2022



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

Chief Executives Office	2 Green
Environmental Services	1 Green
Parks & Amenities	4 Green
Sports Services	3 Red
Arts ,Culture and Community Services	2 Green

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

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

ENVIRONMENTAL SERVICES			DUE 1ST JAN 22						
191 : Online services Number and type of services available online within the Environmental Services Directorate. Number and type of services available online within the Environmental Services Directorate			<table border="1"> <tr> <td>TARGET</td> <td>ACTUAL</td> <td>STATUS</td> </tr> <tr> <td>2</td> <td>2</td> <td>Green</td> </tr> </table>	TARGET	ACTUAL	STATUS	2	2	Green
TARGET	ACTUAL	STATUS							
2	2	Green							
TARGET	2	2							
ACTUAL	2	2							
<p>Notes: Building Control Service Unit: Conveyancing Solicitors now have the ability to submit Property Certificate Applications online. Waste Management & Operations service unit ceased use of the BinFormation App and redeveloped the waste communications page on the Council's Website.</p>									

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

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

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

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

SPORTS SERVICES				DUE 1ST JAN 22		
151 : Vitality membership Achieve the pre Covid-19 annual target of 4000 Vitality members per year. Achieve the pre Covid-19 annual target of 4000 people taking out membership of our leisure facilities				TARGET 1000	ACTUAL 346	STATUS Red
TARGET	1000	1000	1000			
ACTUAL	982	1164	346			
Notes: Total memberships at end of Q3 10,660 (3935 Head Members). Memberships as expected drop off/cancel at Christmas with new members waiting until January.						

SPORTS SERVICES		DUE 1ST OCT 21		
152 : Footfall of all Leisure facilities Achieve the pre Covid-19 numbers of people attending our leisure facilities. Achieve the pre Covid-19 numbers of people attending our leisure facilities		TARGET 425,000	ACTUAL 320,628	STATUS Red
TARGET	425,000			
ACTUAL	320,628			
<p>Notes: Centres opened as below with limited numbers and restrictions resulting in lower footfall. At the start activities were available to members only until an ease on restrictions: 30th May 2021 - LVLV & Lough Moss Gym 4 May 2021 - Billy Neill & Activity Centre Gyms 24 May 2021 - Indoor Classes/Pool/DIIB Footfall will be measured again at the end of Q4.</p>				

SPORTS SERVICES		DUE 1ST JAN 22		
176 : Vitality Programme - Number and type of classes available online Number and type of classes available online as part of the Vitality Programme. Number and type of classes available online as part of the Vitality Programme (Cardio & Strength - 180, Conditioning 24)		TARGET 204	ACTUAL 0	STATUS Red
TARGET	204	204	204	
ACTUAL	190	0	0	
<p>Notes: During Quarter 3, Sports Services facilities continued to offer Vitality members an extensive timetable of classes, gym sessions and activities. 1,680 classes were delivered throughout the Quarter with an attendance total of 19,671 customers.</p>				

ARTS ,CULTURE AND COMMUNITY SERVICES		DUE 1ST OCT 21		
190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2021/22. Number of applications received		TARGET 30	ACTUAL 39	STATUS Green
TARGET	30			
ACTUAL	39			
<p>Notes: 39 Applications received during Quarter 1</p>				

ARTS ,CULTURE AND COMMUNITY SERVICES		DUE 1ST OCT 21		
190 : Participatory Budgeting Participatory Budgeting initiative across 3 DEAs during 2021/22. Number of awards made		TARGET 22	ACTUAL 32	STATUS Green
TARGET	22			
ACTUAL	32			
<p>Notes: On the conclusion of the community voting process 32 applications received letters of offer in July 2021 with a funding total of £30,000. A further Participatory Budgeting event is planned to commence early 2022 in the Downshire West DEA.</p>				



Governance & Audit Committee

10th March 2022

Report from:

Performance Improvement Officer

Item for Decision

TITLE: DRAFT PERFORMANCE IMPROVEMENT OBJECTIVES & PROJECTS 22/23

Background and Key Issues:

1. Attached under **Appendix I** is a copy of the DRAFT Performance Improvement Objectives and Projects for 2022/23.
2. As Members are aware, the Council must identify Improvement Objectives each year to form part of an annual Performance Improvement Plan in order to meet the requirements of the Local Government Act (NI) 2014. These objectives and projects have been developed and it is planned to carry out a public consultation on these during April and May 2022. Any comments and suggested amendments from consultees will be incorporated where appropriate in producing the final Performance Improvement Plan which will be brought to this Committee in June. Once the plan has been approved by Council it must be published by 30th June 2022, to meet the requirements of the legislation.
3. Consideration has been given to an observation by NIAO around the identification of Performance Improvement Objectives. This stated that LCCC should ensure that objectives are drawn from each function and department rather chosen at senior management level. Meetings were held with Heads of Service and Directors at departmental level to consider all performance data as well as outcomes from the Corporate Plan 2021-24 and consider the areas for improvement at service level. In

addition to this meetings were held at senior management level to prioritise the areas for improvement for 2022/22.

- 4. Outcomes from the consultation exercise during April and May will also be considered when finalising the Performance Improvement Plan for 2022/23.

• Recommendation:

It is recommended that Members agree to the Performance Improvement Objectives and Projects for 2022/23.

Finance and Resource Implications:

N/A

Screening:

Equality and Good Relations	<input type="text" value="No"/>	Environmental Impact Assessment	<input type="text" value="No"/>	Rural Impact Assessment	<input type="text" value="No"/>
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SUBJECT TO PLANNING APPROVAL:

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

APPENDICES:

Appendix I – DRAFT Performance Improvement Objectives & Projects 2022/23

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

If Yes, please insert date:



Performance Improvement Objectives 2022/23 – Proposed Approach

1.0 PURPOSE OF REPORT

The purpose of this report is for the Governance & Audit Committee to consider the Performance Improvement Objectives for 2022/23 which will focus on the Council's priorities and the measures of success from the Interim Corporate Plan 21-24.

2.0 CONTEXT AND APPROACH

The Council had 2 Performance Improvement Objectives in 2021/22 and they were:

1. We will improve our citizen engagement methods and simplify processes for contacting the Council.
2. We will increase participation in Council led activities that seek to maintain and improve the physical and mental wellbeing of our citizens.

The **proposed** Performance Improvement Objectives & Projects for 2022/23 are:

- 1. We will continue to improve our citizen engagement methods and ensure accessible processes for contacting the Council.**
 - a. We will improve the digital information available through the Council's website relating to Entertainment Licensing and Events Management so as to provide accessible guidance for customers.
 - b. We will gather customer and user data through surveys/focus groups to assess the quality and accessibility of the online services provided by the Environmental Service's Directorate during 2021/22 and consider opportunities for an improved customer experience.
 - c. We will enable our citizens to influence decision making through community conversations in Anahilt and Drumbo.
 - d. We will launch a Digital Grant Aid system to make the grant aid process more accessible for our customers.

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

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

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

3.0 CONSIDERATIONS / OPTIONS

Continue with the 2 Performance Improvement Objectives from 2021/22

- With proposed new projects for each Improvement Objective
- Number 1 remains a priority for the Council as the customer journey is changing all the time as a result of the pandemic and this is an objective within the Leading Well theme of the Interim Corporate Plan 21-24.
- Number 2 also remains a priority for the Council to continue focussing on mental and physical wellbeing post COVID-19 and this is also an objective within the Health and Wellbeing theme of the Interim Corporate Plan 21-24.

4.0 RECOMMENDATION

It is recommended that Governance & Audit Committee considers and, subject to any amends, approves the proposed Performance Improvement Objectives for 2022/23.



Governance & Audit Committee

10th March 2022

Report from:

Performance Improvement Officer

Item for Decision

TITLE: NI Audit Office - Audit and Assessment Report 2021-22

Background and Key Issues:

1. Attached under **Appendix I and 2** is a final report and certificate of compliance recently issued by the NI Audit Office. This refers to the financial year 2020/21.
2. As Members are aware the Local Government Auditor carried out a Performance Improvement Audit of the Council in December 2021 and January 2022 in order to meet the requirements of the Local Government Act (NI) 2014. This audit was an assessment of Council performance for 2020/21 and its 2021/22 Improvement Plan.
3. There has been a delay in this audit taking place and the subsequent report and certificate of compliance being issued due to the Covid-19 pandemic.
4. The Local Government Auditor has raised two minor improvement recommendations and both will be actioned accordingly.
5. Members should note the following points of commendation made in this report by the Local Government Auditor:
 - a. An unqualified audit
 - b. No issues raised requiring a formal recommendation

- c. Comment made how we report on actions taken to address challenges presented by Covid-19 and presented these for each strategic themes according to the Corporate Plan 21-24
- d. Council’s Performance management system is an important and useful tool in monitoring and reporting on KPIs across the organisation
- e. Improved quarterly qualitative reporting on improvement projects that detail feedback received and positive stories of community outcomes arising from projects.
- f. Published our documents in advance of original deadlines
- g. The publication of a Summary PIP (Performance Improvement Plan) makes the Plan more readily accessible and more likely to be read by a wider range of stakeholders

6. This report is presented for consideration and scrutiny as appropriate.

Recommendation:

It is recommended that members note and review the appended reports.

Finance and Resource Implications:

N/A

Screening:

Equality and Good Relations

No

Environmental Impact Assessment

No

Rural Impact Assessment

No

SUBJECT TO PLANNING APPROVAL:

No

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

APPENDICES:

Appendix 1 – Audit and Assessment Report 2021/22 from NIAO
Appendix 2 – Certificate of Compliance

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:



Lisburn & Castlereagh City Council

Audit and Assessment Report 2021-22

Report to the Council and the Department for Communities under Section 95 of the Local Government (Northern Ireland) Act 2014



28 February 2022

Contents	Page
1. Key Messages	3
2. Audit Scope	5
3. Audit Findings	6
4. Annexes	8

We have prepared this report for sole use of Lisburn & Castlereagh City Council and the Department for Communities. 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

Summary of the audit

Audit outcome	Status
Audit opinion	Unqualified opinion
Audit assessment	The LGA has concluded that she is unable to assess whether Council was likely to comply with Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act) during 2021-22 due to the impact of the COVID-19 pandemic on normal services.
Statutory recommendations	The LGA made no statutory recommendations
Proposals for improvement	The LGA made two new proposals for improvement

This report summaries the work of the Local Government Auditor (LGA) on the 2021-22 performance improvement audit and assessment undertaken on Lisburn & Castlereagh City Council. We would like to thank the Chief Executive and his staff, particularly the Performance Improvement Officer, for their assistance during this work.

We consider that we comply with the Financial Reporting Council (FRC) ethical standards and that, in our professional judgment, we are independent and our objectivity is not compromised.

Audit Opinion

The LGA has certified the performance arrangements with an unqualified audit opinion, without modification. She certifies an improvement audit and improvement assessment has been conducted. The LGA also states that, as a result, she believes that Lisburn & Castlereagh City Council (the Council) has discharged its performance improvement and reporting duties, including its assessment of performance for 2020-21 and its 2021-22 improvement plan, and has acted in accordance with the Guidance.

Audit Assessment

The LGA has assessed whether Lisburn & Castlereagh City Council (the Council) is likely to comply with its performance improvement responsibilities under Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act). This is called the 'improvement assessment'.

In normal circumstances this work would have been undertaken in time for this report to be issued by 30 November 2021. However, this was impacted in delays in completing the previous period's report when legislative changes were required to clarify the performance improvement arrangements before work could be concluded.

In light of the impact of the COVID-19 pandemic on council services, the LGA has concluded that she is unable to reach an opinion on whether the Council was likely to have complied with its performance improvement responsibilities for 2021-22.

The LGA did not exercise her discretion to assess and report whether the council is likely to comply with these arrangements in future years.

Audit Findings

During the audit and assessment we identified no issues requiring a formal recommendation under the Act. We made two proposals for improvement (see Section 3). These represent good practice which should assist the Council in meeting its responsibilities for performance improvement. Detailed observations on thematic areas are provided in Annex B.

Status of the Audit

The LGA's audit and assessment work on the Council's performance improvement arrangements is now concluded. By March 2022 she will publish an Annual Improvement Report on the Council on the NIAO website, making it publicly available. This will summarise the key outcomes in this report.

The LGA did not undertake any Special Inspections under the Act in the current year.

Management of information and personal data

During the course of our audit we have access to personal data to support our audit testing. We have established processes to hold this data securely within encrypted files and to destroy it where relevant at the conclusion of our audit. We can confirm that we have discharged those responsibilities communicated to you in accordance with the requirements of the General Data Protection Regulations (GDPR) and the Data Protection Act 2018.

2. Audit Scope

Part 12 of the Act provides all councils with a general duty to make arrangements to secure continuous improvement in the exercise of their functions. It sets out:

- a number of council responsibilities under a performance framework; and
- key responsibilities for the LGA.

The Department for Communities (the Department) has published '*Guidance for Local Government Performance Improvement 2016*' (the Guidance) which the Act requires councils and the LGA to follow. Further guidance to clarify the requirements of the general duty to improve was issued by the Department during 2019.

The improvement audit and assessment work is planned and conducted in accordance with the LGA's Code of Audit Practice for Local Government Bodies in Northern Ireland and the Statement of Responsibilities.

The improvement audit

Each year the LGA has to report whether each council has discharged its duties in relation to improvement planning, the publication of improvement information and the extent to which each council has acted in accordance with the Department's Guidance. The procedures conducted in undertaking this work are referred to as an "improvement audit". During the course of this work the LGA may make statutory recommendations under section 95 of the Act.

Due to the impact of COVID-19, legislation was amended so that councils were not required to produce a Performance Improvement Plan for 2020-21, and thus there was no requirement to set self-imposed objectives for that year. As a result of this councils did not have to perform a self-assessment of self-imposed objectives in their 2020-21 self-assessment report, nonetheless the report was still required to note outturn performance on the statutory indicators and how the general duty to improve was taken forward during the year.

The improvement assessment

The LGA also has to assess annually whether a council is likely to comply with the requirements of Part 12 of the Act, including consideration of the arrangements to secure continuous improvement in that year. This is called the 'improvement assessment'. She also has the discretion to assess and report whether a council is likely to comply with these arrangements in future years.

The annual improvement report on the Council

The Act requires the LGA to summarise all of her work (in relation to her responsibilities under the Act) at the Council, in an 'annual improvement report'. This will be published on the NIAO website by March 2022, making it publicly available.

Special inspections

The LGA may also, in some circumstances, carry out special inspections which will be reported to the Council and the Department, and which she may publish.

3. Audit Findings

This section outlines key observations in the form of proposals for improvement, arising from following thematic areas of the Council’s audit and assessment:

- General duty to improve;
- Governance arrangements;
- Improvement objectives;
- Consultation;
- Improvement plan;
- Arrangements to improve;
- Collection, use and publication of performance information; and
- Demonstrating a track record of improvement.

These are not formal recommendations, which are more significant matters which require action to be taken by the Council in order to comply with the Act or Guidance. Proposals for improvement include matters which, if accepted, will assist the Council in meeting its performance improvement responsibilities. The LGA may follow up how key proposals have been addressed in subsequent years. We recommend however that the Council’s Audit Committee track progress on all proposals for improvement.

Our procedures were limited to those considered necessary for the effective performance of the audit and assessment. Therefore, the LGA’s observations should not be regarded as a comprehensive statement of all weaknesses which exist, or all improvements which could be made.

Detailed observations for the thematic areas can be found at Annex B.

Thematic area	Issue	Proposal for improvement
Collection, use and publication of performance information	The Council has limited comparison with other councils in its 2020-21 Improvement Report, particularly in respect of planning and waste management KPIs, when compared with the analysis completed by some other councils. This appears to have arisen because the Council does not want to use provisional data available at the time of the Improvement Report. However, this means that the Lisburn & Castlereagh City Council Performance Improvement Report gives its citizens fewer comparative observations than other councils.	The Council should reconsider using provisional information available which can provide its citizens to see a clear comparison with other councils on these metrics, albeit with the appropriate caveats regarding the status of the data.

Thematic area	Issue	Proposal for improvement
Improvement Plan; Collection, use and publication of performance information	<p>KPI performance against the statutory waste indicators for 20-21 was not included in the published version of the Improvement Report.</p> <p>KPI targets for local planning and enforcement were not included in the published version of the 2021-22 Improvement Plan.</p> <p>We understand this was an error made during publishing.</p> <p>It is important that any public facing documents are accurate and complete to comply with the legislation</p> <p>We note that the necessary supplemental detail has now been uploaded to the Council's website.</p>	To ensure compliance with the legislation Council should ensure that any documents due to be published are carefully proofed prior to upload.

4. Annexes



Annex A – Audit and Assessment Certificate

Audit and assessment of Lisburn & Castlereagh City Council's performance improvement arrangements

Certificate of Compliance

I certify that I have audited Lisburn & Castlereagh City Council's (the Council) assessment of its performance for 2020-21 and its improvement plan for 2021-22 in accordance with section 93 of the Local Government Act (Northern Ireland) 2014 (the Act) and the Code of Audit Practice for local government bodies.

I also certify that I have performed an improvement assessment for 2021-22 at the Council in accordance with Section 94 of the Act and the Code of Audit Practice.

This is a report to comply with the requirement of section 95(2) of the Act.

Respective responsibilities of the Council and the Local Government Auditor

Under the Act, the Council has a general duty to make arrangements to secure continuous improvement in the exercise of its functions and to set improvement objectives for each financial year. The Council is required to gather information to assess improvements in its services and to issue a report annually on its performance against indicators and standards which it has set itself or which have been set for it by Government departments.

The Act requires the Council to publish a self-assessment before 30 September in the financial year following that to which the information relates, or by any other such date as the Department for Communities (the Department) may specify by order. The Act also requires that the Council has regard to any guidance issued by the Department in publishing its assessment.

As the Council's auditor, I am required by the Act to determine and report each year on whether:

- The Council has discharged its duties in relation to improvement planning, published the required improvement information and the extent to which the Council has acted in accordance with the Department's guidance in relation to those duties; and
- The Council is likely to comply with the requirements of Part 12 of the Act.

Scope of the audit and assessment

For the audit I am not required to form a view on the completeness or accuracy of information or whether the improvement plan published by the Council can be achieved. My audits of the Council's improvement plan and assessment of performance, therefore, comprised a review of the Council's publications to ascertain whether they included elements prescribed in legislation. I also assessed whether the arrangements for publishing the documents complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing them.

For the improvement assessment I am required to form a view on whether the Council is likely to comply with the requirements of Part 12 of the Act, informed by:

- A forward looking assessment of the Council's likelihood to comply with its duty to make arrangements to secure continuous improvement; and

- A retrospective assessment of whether the Council has achieved its planned improvements to inform a view as to its track record of improvement.

My assessment of the Council's improvement responsibilities and arrangements, therefore, comprised a review of certain improvement arrangements within the Council, along with information gathered from my improvement audit.

The work I have carried out in order to report and make recommendations in accordance with sections 93 to 95 of the Act cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Audit opinion

Improvement planning and publication of improvement information

As a result of my audit, I believe the Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

Improvement assessment

In light of the impact of COVID-19 on Council services I have been unable to assess whether the Council has discharged its duties under Part 12 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently during 2021-22.

I have not conducted an assessment to determine whether the Council is likely to comply with the requirements of Part 12 of the Act in subsequent years. I will keep the need for this under review as arrangements become more fully established.

Other matters

I have no recommendations to make under section 95(2) of the Local Government (Northern Ireland) Act 2014.

I am not minded to carry out a special inspection under section 95(2) of the Act.



COLETTE KANE
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Northern Ireland Audit Office
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Galwally
BELFAST
BT8 6RB

28 February 2022

Annex B – Detailed observations

Thematic area	Observations
General duty to improve	<p>Lisburn & Castlereagh City Council has put arrangements in place to secure continuous improvement in the exercise of its functions. The Council's plan for improvement for 2021-22 appears to be reasonable. The Council has considered objectives in line with its corporate plan, and has identified specific projects and outcomes with which to measure success. The arrangements are linked to the seven areas in the statutory guidance and the corporate plan.</p> <p>The Council published its Performance Improvement Plan 2021-22 on 24 June 2021 following approval by the Governance and Audit Committee. This outlines the Council's arrangements to secure continuous improvement in the exercise of its functions, including the overall objectives, related projects and self-imposed indicators. The arrangements are constructed in line with the seven relevant criteria laid out in legislation and aligned to the Council's corporate priorities.</p> <p>KPIs for functions and services across the Council are in place, monitored and reported on, and continue to be developed. The Council has an established performance management system software with an onscreen dashboard available to all Heads of Service and Directors to monitor their function and departmental performance in-year. KPIs across all function and services are regularly reported on a quarterly basis. Performance against specific improvement objectives and the KPIs and measures supporting them, are reported on regularly.</p> <p>The Council's assessment of its performance in 2020-21 compared with the plan was not possible since there was no 2020-21 Performance Improvement Plan. The introduction of the self-assessment report outlines its context. The Council instead chose to report on the actions taken to address the challenges presented by COVID-19 for each strategic theme, according to its corporate plan:</p> <ul style="list-style-type: none"> - leading well; - our economy; - health and wellbeing; - where we live; and - our community.

Thematic area	Observations
	<p>While the report does not make explicit reference to the Council's general duty to improve, sections 1 and 2 of the report have laid out clear demonstration of actions taken and services delivered, and focuses on the work and achievements of the Council against the backdrop of the pandemic. We are content that Council have demonstrated compliance with the requirements in this regard. We expect that the 2021-22 report will return to more standard reporting on general duty to improve and the Council's performance against its improvement objectives.</p>
Governance arrangements	<p>Details of the governance arrangements for Lisburn and Castlereagh City Council are included in section 4 of the Performance Improvement Plan.</p> <p>The Council have an experienced Performance Improvement Officer who reports to the Corporate Management Team and the Governance and Audit Committee. The Council has assigned its Governance and Audit Committee overall responsibility for scrutiny and oversight of performance improvement and this responsibility is included in the Committee's Terms of Reference. The Council has set a number of KPIs for each service and objective and these are measured and reported to the Committee on a quarterly and annual basis. The Council's Performance Management System is an important and useful tool in monitoring and reporting on KPIs across the organisation.</p> <p>Department for Communities guidance states that "the importance of improvement objectives would normally dictate endorsement by the full Council". The Council currently has its objectives approved by the Governance and Audit Committee, the minutes of which are then ratified at full Council.</p> <p>In 2019-20 we had proposed that the Council should aim to improve and standardise monitoring and reporting on progress of objectives and projects. We have seen some improvement on this. A monitoring document is sent out to all senior responsible officers at the end of each quarter to provide an update on where they are with their improvement project and capture case studies, testimonies and other customer feedback to demonstrate the outcome of their project.</p>
Improvement objectives	<p>The Council has set two improvement objectives, both of which meet at least one of the seven criteria required in legislation, and relate to the functions and services to the Council's Corporate Plan themes and outcomes. The objectives are:</p> <ol style="list-style-type: none"> <li data-bbox="622 1318 1742 1348">1. We will improve our citizen engagement and simplify processes for contacting the Council.

Thematic area	Observations
	<p>2. We will increase participation in Council led activities, that seek to maintain and improve physical and mental health and wellbeing for our citizens.</p> <p>The Council approved the improvement objectives formally through the Governance and Audit Committee and the Committee minutes are ratified by Council.</p> <p>Each improvement objective sets out:</p> <ul style="list-style-type: none"> - why it was selected; - the projects needed to achieve the objective; - links to the Corporate Plan and the seven criteria laid out in legislation; - what success will look like for each project, including measurable outcomes; and - overall desired outcomes from delivering each objective. <p>Arrangements are in place to aim to secure achievement of its improvement objectives. Council has a performance management system to collect and report on data and information specific to each overall objective and the Performance Improvement Officer also gathers qualitative data on a quarterly basis. Progress to date is reported to the Governance and Audit Committee each quarter in the form of both a KPI report and a more qualitative report detailing progress to date and also shows a section on “what difference did we make?” detailing feedback received and positive stories of community outcomes arising from the projects.</p>
<p>Consultation</p>	<p>The Council has a responsibility to promote its PI plan and encourage its citizens and stakeholders to engage with it. It has noted that there has been a detrimental impact to the consultation process due to the ongoing global pandemic, meaning that the consultation for the 2021-22 objectives was limited to an online consultation. In previous years the Council would also have engaged with focus groups, and this was considered to have provided valuable feedback.</p> <p>The Performance Improvement Plan was made available on the LCCC website in draft form and promoted on social media. The consultation ran from 19 April to 17 May 2021, with an online consultation survey made available. The survey received responses from citizens, local businesses and a community group. However, overall only 14 responses to the survey were obtained. While we understand the challenges of getting citizens and stakeholders to actually engage, particularly with the limitations of COVID-19 restrictions, the Council primarily promoted the survey through social media and going forward may want to consider broadening the range of advertising used to reach a wider range of people.</p>

Thematic area	Observations
	<p>The Council also used its website to publish the draft plan and provided contact details where individuals or organisations could submit views at any time during the year.</p> <p>Overall, the Council has complied with its statutory requirement to consult on its performance improvement objectives.</p>
Improvement plan	<p>The Council has prepared an annual Performance Improvement Plan for 2021-22 and published it on the Performance Improvement section of its website on the 24 June 2021, in advance of the original deadline. It has also committed to taking all reasonable steps to provide the document in other formats and languages upon request.</p> <p>The Council also published a short summary Performance Improvement Plan showing why it had chosen each of the objectives, what they will do in the year ahead to deliver this, how they will measure success and what success will look like for the ratepayer. This makes the Plan more readily accessible and more likely to be read by a wider range of stakeholders.</p> <p>Whilst the Council's objective themes on customer experience and health and wellbeing have been in place since before the pandemic, COVID-19 has focused the Council on the importance of its customers, citizens and stakeholders. Health and wellbeing is particularly relevant in light of the current pandemic.</p> <p>Overall, the 2021-22 Performance Improvement Plan meets the requirements of the legislation. The Plan includes:</p> <ul style="list-style-type: none"> - a description of the Governance and Audit Committee's specific responsibilities in relation to the legislative duty for performance improvement and how it undertakes them; - detail on how the Council intends to achieve statutory indicators and standards set by central government; - descriptions of the Council's arrangements to secure continuous improvement in the exercise of its functions (section 84 (1)); and of its arrangements to exercise its functions so that any applicable statutory performance standards are met are both included; and - its improvement objectives, including why they were chosen, the corresponding projects, links to the corporate plan and community plan, and the measures of success.

Thematic area	Observations
Arrangements to improve	<p>The Council is required to establish arrangements to deliver on its improvement objectives each year. The Department for Communities' guidance states that the Council should be able to understand and demonstrate the impact of its arrangements for continuous improvement on the outcomes for citizens.</p> <p>The Council continues to make progress putting arrangements in place to secure continuous improvement in the exercise of its functions in order to achieve its General Duty to Improve as well as improvement objectives in 2021-22, and has made arrangements to secure achievement of improvement in each of its improvement objectives. In relation to its general duty to improve, arrangements are constructed within the seven relevant criteria set out in legislation and the current functions prioritised and selected for improvement are aligned to the Council's corporate priorities.</p> <p>Projects are assigned to Senior Responsible Officers who are staff at Head of Service level within the Council. They are responsible for reporting to the Performance Improvement Officer on a regular basis and providing both qualitative and quantitative information to inform the reports taken to meetings and committees. Progress towards achievement of the objectives and underlying projects is monitored by the Corporate Management Team, and ultimate scrutiny and monitoring responsibility, lies with the Governance & Audit Committee, who meet quarterly. It is regularly supplied with documentation to support the performance improvement items on the agenda, including a status report on KPIs and a qualitative report on progress to date, which assists it in performing its monitoring function.</p>
Collection, use and publication of performance information	<p>The Council has in place a bespoke performance management system. To date this has enabled it to collect a large suite of corporate data and information across its functions and services to monitor performance in relation to corporate performance, as well as its statutory targets and indicators. The Council has a range of local (non-statutory) indicators and standards which enables it to monitor its general duty to improve. The Council collects data and information to monitor progress in relation to its improvement objectives and the corresponding projects which support delivery of these.</p> <p>The Council's performance management framework is becoming embedded corporately and this information is used to monitor the progress of projects at the service delivery plan level and also collectively, to provide an update on projects underlying its improvement objectives.</p> <p>The Performance Improvement Officer additionally issues a quarterly monitoring form to collate more qualitative aspects of Performance Improvement such as customer feedback and success stories.</p>

Thematic area	Observations
	<p>As a result of the pandemic the Department for Communities confirmed in June 2020 that it did not expect Councils to publish a performance plan for the 2020-21 financial year. There was no requirement of an assessment of performance against improvement objectives in the Councils Performance Improvement Report for 2020-21. The Council instead focused on the actions taken in response to the challenges created by COVID-19 for each strategic theme in its corporate plan, as well as reporting on the statutory indicators.</p> <p>The Council has made some effort towards comparison with other Councils in section 4 of its Performance Improvement Report, however, as noted in our proposal for improvement in section 3, there is limited comparison in respect of planning and waste indicators. This appears to have arisen because the Council does not want to use provisional data available at the time of the Improvement Report. However, this means that the Lisburn & Castlereagh City Council Performance Improvement Report gives its citizens fewer comparative observations than other councils and we have therefore provided a proposal for improvement.</p> <p>We also noted that the Performance Improvement Plan document uploaded to the website had omitted two of the statutory indicators. A similar issue was identified in the Performance Improvement Report. We understand that this was due to an error at the publisher. We considered this matter carefully as potentially the publication of incomplete reports could mean the legislation has not been complied with. However, having examined earlier copies of the reports prior to being sent to the publisher we are content this was an administrative oversight. It is extremely important that Council ensures that any document, particularly one intended for the public, is appropriately proof read and is a complete copy of the reports. The issue was resolved quickly by the Performance Improvement Officer when brought to her attention, and the additional information has been added to the Performance Improvement section of the Council’s website.</p> <p>The issue of benchmarking with other councils is part of the work plan for the Performance Improvement Working Group and it is expected that progress on this issue will continue to be made to allow a broader range of functions to be compared. However, we note that delays to this process were faced as a result of COVID-19.</p>
<p>Demonstrating a track record of improvement</p>	<p>As a result of the COVID-19 pandemic the Department for Communities confirmed in June 2020 that it did not expect Councils to publish a performance improvement plan for the 2020-21 financial year. As a result there was no requirement for an assessment of performance against improvement objectives in the Councils Performance Improvement Report for 2020-21. The Council instead focused on the actions taken in response to the challenges presented by the pandemic for each strategic theme in its, as well as reporting on the statutory indicators.</p>

Thematic area	Observations
	<p>In relation to statutory indicators, it appears that KPIs have been affected directly or indirectly by the pandemic. In 2020-21:</p> <ul style="list-style-type: none"> - Jobs - the overall EM1 target on jobs has gone down compared with previous years, but as noted in section 4 of the Performance Improvement Report, Lisburn & Castlereagh City Council is the top ranked compared with other councils, so appears to have performed well in spite of the pandemic. - Waste – the percentage of waste for recycling has stayed fairly static, but the overall volume of waste and volume of biodegradable municipal waste sent to landfill have gone up. The pandemic has undoubtedly impacted on waste and recycling services, as well as affecting the types and volumes of waste generated from local households. In 2020-21 challenges included increased volumes of waste coming from local homes as a result of lockdowns, school closures and increased home working. - Planning - the planning KPIs were adversely affected by the pandemic, particularly in its early stages. In relation to the major target, the Council has indicated that the need to enter section 76 planning agreements is also adding to the timescales. Improvement has been made in the local application target for 2021-22. Limited data is available on the major application target due to the timescales involved. <p>Overall, given a challenging year for Councils, LCCC has provided adequate explanations for its performance in relation to the KPIs and we would expect that improvements should begin to be made again in the 2021-22 year.</p> <p>Although there was some evidence of a track record of improvement, in light of the impact of COVID-19 on Council services we have been unable to place reliance on this trend information, in forming an assessment of whether the Council has discharged its duties under Part 12 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently during 2021-22.</p>

Audit and assessment of Lisburn & Castlereagh City Council's performance improvement arrangements

Certificate of Compliance

I certify that I have audited Lisburn & Castlereagh City Council's (the Council) assessment of its performance for 2020-21 and its improvement plan for 2021-22 in accordance with section 93 of the Local Government Act (Northern Ireland) 2014 (the Act) and the Code of Audit Practice for local government bodies.

I also certify that I have performed an improvement assessment for 2021-22 at the Council in accordance with Section 94 of the Act and the Code of Audit Practice.

This is a report to comply with the requirement of section 95(2) of the Act.

Respective responsibilities of the Council and the Local Government Auditor

Under the Act, the Council has a general duty to make arrangements to secure continuous improvement in the exercise of its functions and to set improvement objectives for each financial year. The Council is required to gather information to assess improvements in its services and to issue a report annually on its performance against indicators and standards which it has set itself or which have been set for it by Government departments.

The Act requires the Council to publish a self-assessment before 30 September in the financial year following that to which the information relates, or by any other such date as the Department for Communities (the Department) may specify by order. The Act also requires that the Council has regard to any guidance issued by the Department in publishing its assessment.

As the Council's auditor, I am required by the Act to determine and report each year on whether:

- The Council has discharged its duties in relation to improvement planning, published the required improvement information and the extent to which the Council has acted in accordance with the Department's guidance in relation to those duties; and
- The Council is likely to comply with the requirements of Part 12 of the Act.

Scope of the audit and assessment

For the audit I am not required to form a view on the completeness or accuracy of information or whether the improvement plan published by the Council can be achieved. My audits of the Council's improvement plan and assessment of performance, therefore, comprised a review of the Council's publications to ascertain whether they included elements prescribed in legislation. I also assessed whether the arrangements for publishing the documents complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing them.

For the improvement assessment I am required to form a view on whether the Council is likely to comply with the requirements of Part 12 of the Act, informed by:

- A forward looking assessment of the Council's likelihood to comply with its duty to make arrangements to secure continuous improvement; and
- A retrospective assessment of whether the Council has achieved its planned improvements to inform a view as to its track record of improvement.

My assessment of the Council's improvement responsibilities and arrangements, therefore, comprised a review of certain improvement arrangements within the Council, along with information gathered from my improvement audit.

The work I have carried out in order to report and make recommendations in accordance with sections 93 to 95 of the Act cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Audit opinion

Improvement planning and publication of improvement information

As a result of my audit, I believe the Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently.

Improvement assessment

In light of the impact of COVID-19 on Council services I have been unable to assess whether the Council has discharged its duties under Part 12 of the Act and has acted in accordance with the Department for Communities' guidance sufficiently during 2021-22.

I have not conducted an assessment to determine whether the Council is likely to comply with the requirements of Part 12 of the Act in subsequent years. I will keep the need for this under review as arrangements become more fully established.

Other matters

I have no recommendations to make under section 95(2) of the Local Government (Northern Ireland) Act 2014.

I am not minded to carry out a special inspection under section 95(2) of the Act.



COLETTE KANE
Local Government Auditor
Northern Ireland Audit Office
1 Bradford Court
Galwally
BELFAST
BT8 6RB

28 February 2022



Governance & Audit Committee

10th March 2022

Report from:

Risk Officer

Item for Note

TITLE: Corporate Risk Register

Background and Key Issues:

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.

Update

Appendix I presents the Corporate Risk Dashboard.

As Members may be aware the Council is progressing a number of functions through a cloud based platform known as Smartsheet, one of which is the Council's Risk process. The new platform provides all of the same functionality along with additional features which will enhance the management of risk corporately once embedded at all levels. One notable change however is the move away from the Corporate Risk Matrix. This has been replaced with a summary list which provides concise information about each risk and continues to track the fluctuation and positioning of the Council's Risk RAG system.

Deep Dive of Corporate Risks

As per the Council's Risk Management Strategy, two corporate risks per annum are to be considered in detail at subsequent in year committee meetings. To date the following Corporate Risks have been scrutinised:

1. CRR 5 - IT/Cyber Security (December 2020)
2. CRR 3 – Economic Activity (March 2021)
3. CRR 2 – Emergency Planning / Business Continuity (June 2021)

4. CRR 9 – Procurement (Sept 2021)

Members are asked to nominate the next two risks to undergo deep dive in the new financial year 2022/23.

Recommendation:

It is recommended that Members note this report and agree the next two corporate risks to undergo deep dive in the new financial year 2022/23.

Finance and Resource Implications:

N/A

Screening:

Equality and Good Relations	<input type="text" value="No"/>	Environmental Impact Assessment	<input type="text" value="No"/>	Rural Impact Assessment	<input type="text" value="No"/>
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SUBJECT TO PLANNING APPROVAL:

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

APPENDICES:

Appendix I Corporate Risk Dashboard

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

If Yes, please insert date:



LCCC CORPORATE RISK LIVE DASHBOARD

Quick Links

[LCCC Risk Register](#)

Samantha Rice

Risk & Business Continuity Officer

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☎ 028 9250 9449 or 028 9244 7449

✉ samantha.rice@lisburncastlereagh.gov.uk

Please note I am currently working remotely and can be contacted on 07730418090.

DASHBOARD KEY / INDICATOR

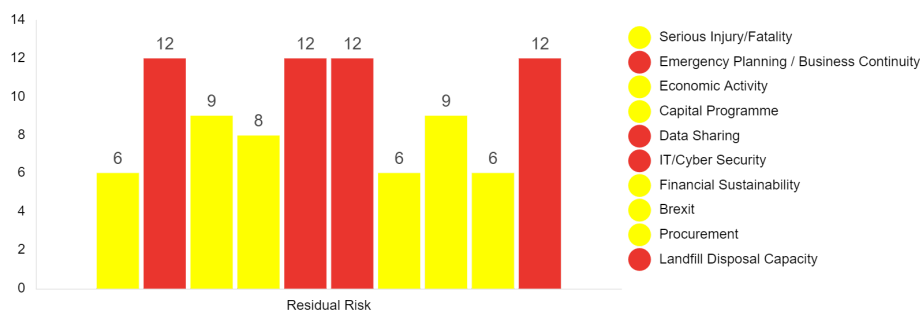
Risk Rating	
Key Symbol	Descriptor
●	Low (1-4)
●	Medium (5-11)
●	High (12-16)

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

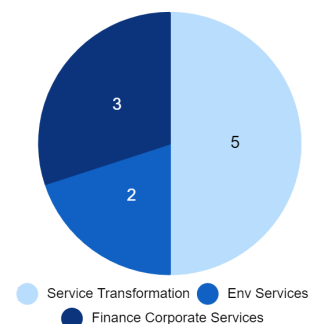
Risk Matrix				
Likelihood	Minor	Moderate	Major	Catastrophic
Very Likely	4	8	12	16
Likely	3	6	9	12
Unlikely	2	4	6	8
Very Unlikely	1	2	2	4
	Minor	Moderate	Major	Catastrophic

CORPORATE SUMMARY

Corporate Risk Summary



Corporate Risks By Directorate



CORPORATE RISK REGISTER

Corporate Risks									
High Risk	Ref.	Risk	Risk Description	Risk Owner	Inherent Risk	Additional Actions	Residual Risk	Fluctuation since last review	Rationale
☐	CRR 1	Serious Injury/Fatality	Breach in internal H&S arrangements resulting in injuries / loss of life / illness.	Emergency Planning Officer	8	CRR 1 Serious Injury / Fatality	6	↔	
☑	CRR 2	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. Emergency Plan Activated	Emergency Planning Officer	16	CRR 2 Emergency Planning / Business Continuity	12	↔	
☐	CRR 3	Economic Activity	Failure to identify, maximise and deliver an economic development programme that aligns with our stakeholder needs and the needs of the local economy in the context of the national and regional economic position.	HOS Economic Development	16	CRR 3 Economic Activity	9	↔	
☐	CRR 4	Capital Programme	Potential failure to deliver the agreed outcomes of the capital programme as a result of affordability or changes in third party funding arrangements.	HOS Planning	12	CRR 4 Capital Programme	8	↔	
☑	CRR 5	Data Sharing	Poor or inadequate data sharing agreements resulting in unintended data breach	TPO Manager	16	CRR 5 Data Sharing	12	↔	
☑	CRR 6	IT/Cyber Security	Breach in IT or cyber-attack resulting in significant outage or significant data loss	TPO Manager	12	CRR 6 IT / Cyber Security	12	↔	
☐	CRR 7	Financial Sustainability	Failure to deliver balanced budget 2021/22 and longer term financial resilience and sustainability.	HOS Finance	12	CRR 7 Financial Sustainability	6	↔	
☐	CRR 8	Brexit	The UK ceasing to be aligned with the EU Food and Animal Welfare Laws and the subsequent implications for sanitary and phyto-sanitary (SPS) rules, customs & supply chain logistics and generalised economic implications for LCCC and their resident and business representative base.	CE	12	CRR 8 Brexit	9	↔	
☐	CRR 9	Procurement	Non compliance with procurement and contract regulations, policies and processes resulting in reputation/financial loss and risk of litigation.	HOS Assets	9	CRR 9 Procurement	6	↔	
☑	CRR 10	Landfill Disposal Capacity	Risk of uncertainty going forward in relation to the arc21 municipal waste disposal contract due to end 31st January 2022, viable alternatives need to be identified for residual waste treatment which will result in increased transport and disposal costs.	HOS Waste & Op	16	CRR 10 Landfill Disposal	12	↔	