# Performance Improvement Plan 2023-2024

Quarter 1 Update Report

April-June 2023



Mid & East Antrim Borough Council

www.midandeastantrim.gov.uk

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# Our 'Duty to Improve'

The Local Government Act (NI) 2014 put in place a framework to support continuous improvement in the delivery of council services.

Under the Act each council has a statutory duty to publish a Performance Improvement Plan (PIP) by 30 June each year, which sets out one or more improvement objectives, and to ensure that appropriate arrangements are in place to achieve them. This is known as our "Duty to Improve".

For us 'improvement' is not limited to gains in service output or efficiencies. It is about focusing on the issues that are important to our stakeholders, helping us achieve our vision of improving the quality of life for all.

The Performance Improvement Plan and our arrangements to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office.



# Arrangements to secure continuous improvement

Our Performance Management Framework enables performance to be managed at every level, driving continuous improvement within our organisation.

All of our key plans and strategies are informed by listening to our citizens, businesses, community groups, employees, and Elected Members.

We use a wide variety of indicators to measure our performance, including those set out within the Performance Improvement Plan, statutory targets, and the self-imposed indicators of our Corporate Plan and annual business plans.

These arrangements are complimented by our electronic performance management system.

# Feedback

We want to continue to progress, and welcome the opinion of our citizens, businesses, employees, Elected Members, and service users at any time throughout the year.

If you have an idea for improvement, we would like to hear from you. Please email us at

performance@ midandeastantrim.gov.uk

# Performance Improvement Plan for 2023/24

As we work to recover from the effects of the pandemic, we have faced numerous economic shocks, including a cost-of-living crisis, price instability, escalating inflation, low consumer confidence, tightened financial conditions and slower economic growth.

We are also facing the immediate challenge of transitioning to a carbon-neutral society.

Maintaining our performance in light of these forces has never been more important and indeed more challenging. Our Improvement Plan for this year demonstrates our ongoing commitment to supporting our local communities.

Developed with extensive stakeholder engagement and public consultation, the plan outlines some of the areas that we hope to improve, how we plan to do it and how our citizens will be better off as a result. You can view our current and previous plans at

midandeastantrim.gov.uk/ performance

> Performance Improvement Plan 2023-2024



# Our Improvement Objectives

# 1

# Growing the economy and creating jobs

Identify ways to increase local jobs and employment opportunities within Mid and East Antrim.

## 4

Working in partnership to support our citizens, particularly those who are vulnerable

Working in partnership to support our citizens.

# 2

#### **Revitalising our towns**

Through a variety of regeneration activities, support our businesses, welcome inward investment, and attract visitors to our towns.

# 5

### Improving infrastructure to support the transition to low-carbon transport systems

To reduce emissions and protect the environment for future generations.

# 3

# Supporting our citizens' health and well-being

Encourage and promote regular, safe, and responsible use of our parks and open spaces by providing quality, sustainable and inclusive opportunities.

# 6

### Enhancing customer engagement and service delivery

Develop the Council's use of information technology to improve customer engagement and service delivery.

# First quarter performance summary



# Growing the economy and creating jobs

Identify ways to increase local jobs and employment opportunities within Mid and East Antrim.

## Why?

- 4,680 redundancies confirmed in MEA since 2013. (NISRA Labour Market Report, Redundancy Tables October 2022)
- "Developing skills and job prospects" ranked 3rd top priority for making the borough a better place to live.
   (MEA Citizens Survey 2022)
- Only 28% of citizens agreed MEA is a good area for "job opportunities".
   (MEA Citizens Survey 2022)

## Who is responsible?

Director of Development



Outcome	Programmes to encourage skills development and employability
Measure (KPI)	8 employment and skills programmes delivered by 31 March 2024.*
Status (RAG)	Two employability programmes have commenced, and recruitment is underway for a number of others.
	The Forklift Academy provides participants with the necessary skills and competencies for employment in the Warehousing and Distribution Industry. This includes ITSSAR approved Counterbalance Forklift Training, support for job applications, CV building, and interview techniques. Of the 12 recruits, 9 completed the academy and achieved the qualification. 4 are into employment and 2 achieved employment progression.
	The Classroom Assistant Academy will run until October 2023. 20 people have completed the programme, with work continuing over the summer to search for jobs and gain employment within the sector. 2 participants have secured employment to date.
	Funding received from the Department for Communities will enable the implementation of the Labour Market Partnership Action Plan for 2023-2024. It is likely that we will exceed our original target as a result.
Outcome	The promotion of new jobs in the borough through Business Start Interventions
Measure (KPI)	85 jobs promoted by 31 March 2024.**
Status (RAG)	34 jobs were promoted this quarter.
Measure (KPI)	Implementation of the new NI Entrepreneurship Support Service (ESS), in partnership with all NI councils by 31 March 2024.***
Status (RAG)	The NI Entrepreneurship Support Service is on target to commence in October 2023.
Outcome	An effective and efficient Planning Service to maximise economic development
Measure (KPI)	Adopt the Local Development Plan Strategy by 31 December 2023.
Status (RAG)	The Local Development Plan Strategy is on target for adoption by 31 December 2023.
Measure (KPI)	Processing time for major planning applications within an average of 30 weeks by 31 March 2024.
Status (RAG)	Quarter one figures for all three planning indicators will be available in September 2023 and published within the six-month update report.
Measure (KPI)	Processing time for local planning applications within an average of 15 weeks by 31 March 2024.
Status (RAG)	Quarter one figures for all three planning indicators will be available in September 2023 and published within the six-month update report.
Measure (KPI)	70% of enforcement cases concluded within 39 weeks of receipt of complaint by 31 March 2024
Status (RAG)	Quarter one figures for all three planning indicators will be available in September 2023 and published within the six-month update report.

# Client testimonials from our previous academies

## Access All Areas (AAA)

"When I joined Access All Areas, I was very shy and scared to even think of work. AAA has helped my confidence and made me stronger, it has improved my mental and physical well-being and the best thing I have done in a long time. I have started a work placement which I really enjoy and will hopefully lead to permanent employment."

## RISE -Women Returners

"RISE has provided me with an opportunity to develop my learning, improve my confidence both personally and in a work setting. I have been able to access a work placement where I have successfully gained full time employment." *Client 1* 

"I thoroughly thrived on the RISE program. With the help of super friendly, informative staff I was able to create a CV and gain a starter employment position with a large company in Ballymena. I am learning new skills and it has filled me with confidence. Thus, I am hoping in the future there will be more gainful employment to consider." *Client 2* 

### Transport Academy

"I would say I'm a prime example of why this programme is to find a job that I wanted to do and have spent the last few years on benefits. Over a year ago, a friend had mentioned the course to me, and I thought I would give it a go. Once I got accepted the guys at Workforce were on the ball every step of the way helping me get the licenses and qualifications that I needed. They asked me what it would mean to me if I got accepted and I told them it would be life changing.

"It really has been life changing and I will happily work in this industry now until I retire. I would recommend 100% to anybody and I can't thank these guys enough for what they have done for me."

\* The target number of programmes is subject to change due to funding.
\*\*The target may increase from 85 to 111 during 2023-2024, pending changes to legislation.
\*\*\*Via the 'Go for It' Programme until 30 September 2023, when the new NI Entrepreneurship Support Service (ESS) will commence.

# Revitalising our towns

Through a variety of regeneration activities, support our businesses, welcome inward investment, and attract visitors to our towns.

## Why?

- 'Delivering clean and attractive streets and towns' was identified as being one of the top five priorities for making MEA a better place to live.
   (MEA Citizens Survey 2022)
- Of 20 potential actions, "clean and attractive towns and streets" ranked joint 2nd most popular action Council could take to make their area a better place to live. The "regeneration of towns and streets" ranked 7th. (MEA Citizens Survey 2022)

### Who is responsible?

Director of Development and Director of Operations



Outcome	Clean and attractive towns and streets
Measure (KPI)	KNIB (Keep Northern Ireland Beautiful) Street Cleansing Index score of 66% and above by 31 March 2024.
Status (RAG)	The annual Keep Northern Ireland Beautiful score will be available in April 2024.
Outcome	Enhancement of Ballymena and Larne town centres through public realm improvement works
Measure (KPI)	Completion of public realm improvement works at Point Street Larne by 31 August 2023.
Status (RAG)	The Point Street public realm scheme was completed on 5 May 2023, with additional work from Northern Ireland Electricity to upgrade their infrastructure. The cleaning and sealing of the footway took place shortly after, alongside the decommissioning of the works compound.
Measure (KPI)	Completion of public realm improvement works at Castle Street Ballymena by 31 December 2023.*
Status (RAG)	A contractor has been appointed and the project is on track for completion in December 2023.
Outcome	Revitalisation Scheme delivered within our three main towns
Measure (KPI)	Agree the Revitalisation Scheme by 30 September 2023.
Status (RAG)	Applications will be submitted to the Department for Communities in phases, with the first due for submission in mid-August. This application is for the following projects - pop-up shop and community and cultural hub, Small
	Grants/Shop Front Scheme, town centre animation, feature lighting and planting, outdoor pavement café furniture, smart benches, orientation point signage in Broadway Larne, and an outdoor PA system in Ballymena and Carrickfergus.
	Two more applications will follow, one for the provision of additional green walls and parklets, and the other for street art all across the borough's three main towns.
Measure (KPI)	Deliver the Revitalisation Scheme by 31 March 2025.
Status (RAG)	The Council intends to start the scheme in September 2023 and complete in March 2025.

Performance Improvement Plan 2023-2024 | Quarter 1 Update Report

Outcome	Up to 10 buildings of historical and architectural interest restored in Carrickfergus through the Townscape Heritage Initiative, with Council and Heritage Lottery grant assistance	
Measure (KPI)	10 buildings of historical and architectural interest restored by 30 September 2023.	
Status (RAG)	8 buildings are successfully restored to date. 2 projects are underway, and both are expected to complete by 30 September 2023.	
Outcome	The local community will have a better understanding of built heritage	
Measure (KPI)	A Built Heritage Education programme delivered by 30 September 2023.	
Status (RAG)	The education programme has been delivered, with the development of a closing booklet underway. The closing event is expected to take place in October 2023.	
Outcome	Increased inward investment and local employment opportunities related directly and indirectly to heritage and tourism growth	
Measure (KPI)	Increased floor space for retail, commercial or residential use by 30 September 2023.	7
Status (RAG)	This will be determined in September 2023.	

\*The target completion date is now confirmed, and table updated accordingly.

# Supporting our citizens' health and well-being

Encourage and promote regular, safe, and responsible use of our parks and open spaces by providing quality, sustainable and inclusive opportunities.

### Why?

- Citizens ranked "support and activities for children and young people" as the most important thing that needed to be improved to make the area a better place to live.
   (MEA Citizens Survey 2022)
- Almost half would like to see more "support services for children and families and/or those with disabilities", and more than a third would like to see more "access to green spaces such as parks and forests". (MEA Citizens Survey 2022)
- Both the "Play Strategy" and "Play Investment Framework" for Mid and East Antrim emphasise the need for play. Our landscape provides excellent opportunities to enhance health and well-being, as outlined in our "Outdoor Recreation Strategy".

## Who is responsible?

Director of Community and Director of Operations



Outcome	5 replacement play parks completed by 30 June 2023
Measure (KPI)	<ol> <li>Ballymena Road, Ahoghill</li> <li>Martinstown</li> <li>Ferris Park, Larne</li> <li>Woodburn, Carrickfergus</li> <li>Wilson Crescent, Ballymena</li> </ol>
Status (RAG)	All five play parks are complete. Wilson Crescent opened in April, Ferris Park and Woodburn opened in June, and Ahoghill and Martinstown in July 2023.
Outcome	2 replacement play parks completed by 31 March 2024
Measure (KPI)	<ol> <li>Clough</li> <li>Marine Gardens, Carrickfergus</li> </ol>
Status (RAG)	Concept designs are complete, and procurement is progressing.



Outcome	3 new / upgraded MUGA's / Kick-about areas completed by 30 June 2024
Measure (KPI)	<ol> <li>Portglenone</li> <li>Carnlough</li> <li>Glynn</li> </ol>
Status (RAG)	The procurement process for all three projects is progressing.
Outcome	One new skatepark completed by 31 March 2024
Measure (KPI)	New skate park in Larne.
Status (RAG)	Concept designs are complete, and procurement is progressing.
Outcome	5 outdoor safety training courses delivered
Measure (KPI)	4 complete by 31 March 2023. 1 complete by 31 December 2023.
Status (RAG)	Four courses were delivered by 31 March 2023. The final course "Get wet stay safe' completed in May 2023, with 22 attendees. A total of 152 people availed of the 5 courses.
Outcome	Outdoor events delivered by 31 March 2024
Measure (KPI)	20 events. 50 participants.
Status (RAG)	<ul> <li>7 events took place over April to June 2023 with 169 attendees:</li> <li>Mindfulness and Sensory Connections Walk at Galgorm Wood Cullybackey - 15 people attended this event. The aim was to encourage residents to experience nature, exercise, learn something new and make connections.</li> <li>Natural Connections Photography Exhibition launch at Carrickfergus Museum, with 50 attendees.</li> <li>Dusk Chorus Walk at Diamond Jubilee Wood Whitehead, which celebrated 'International Dawn Chorus Day', with 40 attendees.</li> <li>Plants and Foraging Connected Walk at ECOS Ballymena, with 20 attendees.</li> <li>Two habitat creation events with Friends of Bashfordsland Wood and Oakfield Glen, with 16 participants.</li> <li>Sensory Experience Opening at the People's Park, attended by 28 people, including pupils and carers from Castle Tower school.</li> </ul>
Outcome	Number of trees planted by 31 March 2024
Measure (KPI)	5000 trees planted by 31 March 2024.
Status (RAG)	Funding has been secured from the Woodland Trust. Two officers are in position and engaging with local communities and organisations, in preparation for the winter planting season (November to March).

# Working in partnership to support our citizens, particularly those who are vulnerable

### Working in partnership to support our citizens.

## Why?

- Almost half of citizens said they would like to see more "support services for children and families and/or those with disabilities". Less than half agreed that the borough is a good area for "supporting equality and inclusion".
- Figures extracted from the 2022/23 Northern Ireland School Census show that 15,212 school aged children had been diagnosed with autism. This represents an estimated autism prevalence rate of 5.0% within the school aged population.\*
- Of 20 actions we could take to make your area a better place to live in, citizens ranked "affordable quality housing" joint 2nd. 57% agreed that the borough is a good area for "a sense of belonging among people". (MEA Citizens Survey 2022)

## Who is responsible?

Director of Community

\*"Prevalence of Autism (including Asperger Syndrome) in School Age Children in Northern Ireland" Department of Health and NISRA (2023).



Outcome	Promotion and delivery of the Autism Friendly Initiative
Measure (KPI)	10 Autism Friendly Workshops delivered to service providers by 31 March 2024.
Status (RAG)	8 workshops were delivered throughout April and June 2023. Participating organisations included, the PSNI, the Braid Arts Centre, the Parks Department and Libraries NI.
	The workshop programmes were updated to incorporate new thinking around autism, following attendance at the Autism International Conference in April, and were adapted to meet the specific needs of the PSNI.
	Makaton training was delivered to 30 participants in April 2023.
Measure (KPI)	3 Autism Friendly Roadshows delivered within Ballymena, Carrickfergus, and Larne by 31 March 2024.
Status (RAG)	An information roadshow was delivered in Larne Market Yard in June 2023, with more planned from September onwards.
Measure (KPI)	Develop Communications Plan to raise awareness of the initiative by 31 March 2024.
Status (RAG)	The Communications Plan will be in place by the end of September. The plan will promote the initiative and will align with key dates in the autism calendar.
Measure (KPI)	4 Autism Friendly Action Plans delivered in Council venues by 30 September 2023.
Status (RAG)	Autism NI Impact Award training was delivered to 2 Council venues on 5 June 2023, Carrickfergus Museum, and the Andrew Jackson Cottage and US Rangers Museum. Action plans will now be developed and implemented.
	Work continues on the action plans for the Braid Arts and Museum Centre, and Larne Arts Museum Centre.
Measure (KPI)	4 additional Autism Champions within Council by 30 September 2023.
Status (RAG)	2 Autism Champions have been identified to date.
Measure (KPI)	Autism Awareness Train the Trainor programme developed and shared with partner organisations by 31 March 2024.
Status (RAG)	Work is progressing on the Train the Trainor programme, with a pilot currently underway with Libraries NI. The programme has been revised to enable community planning partners to use the content for in-house training.

Outcome	The establishment of an Age Friendly Alliance
Measure (KPI)	MEA Age Friendly Alliance developed by 31 December 2023.
Status (RAG)	Meetings were held to determine the best means of integrating the Age Friendly Alliance into the current community planning thematic group structure. A short presentation will be made to Community Planning Strategic Alliance in September to share key information.
Measure (KPI)	MEA Age Friendly Action Plan developed by 31 March 2024.
Status (RAG)	An Age Friendly baseline assessment has been undertaken and will inform a draft action plan. When established, the alliance will be responsible for reviewing and agreeing the actions for the Council's first Age Friendly 3-year plan.
Outcome	The development of a borough-wide Landlord Forum
Measure (KPI)	A borough-wide Landlord Forum developed by 31 March 2024.
Status (RAG)	Meetings have been held with representatives of the Landlord Association (NI) and the Chartered Institute of Housing (CIH) to agree support for, and presentations at, future meetings of the Forum in 2023/24. This input had been requested by Forum members. A Forum meeting is scheduled for September 2023 when the Landlord Association NI will make a presentation and the Terms of Reference will be discussed.
	Resources were employed during the period to continue to develop an accurate database of landlords across the borough. This has allowed registration requirements to be checked, with the aim of boosting compliance within the private rented sector.
	The Council website has been updated and social media issued providing information on new legislation, The Private Tenancy Act 2022.
	The summer issue of the Landlord Newsletter was issued in July 2023. This newsletter is unique to our borough, and with two editions each year, offers general information, advice, and useful contact details.
	Animated, educational videos in English, Polish, Romanian, and Bulgarian (with sub-titles), are on target to be shared at the next Landlord and Communities Group meeting scheduled for Autumn 2023. This group is centred around Ballymena, but the videos will be available to all members of the Landlord Forum.

# Improving infrastructure to support the transition to low-carbon transport systems

To reduce emissions and protect the environment for future generations.

### Why?

- The phase out date for the sale of new petrol and diesel cars and vans is 2030. From 2035, all new cars and vans must be fully zero emission at the tailpipe.
- In a "FASTER Project" survey (2021), which established attitudes and behaviour towards transport use, almost 30% of NI respondents (464) were from Mid and East Antrim (134). Of these, 34% of those who plan to change their vehicle in the next three years said they would be likely to purchase a battery electric vehicle.
- When asked what the Council should prioritise to be more environmentally friendly, "awareness and assistance in tackling climate change" was the 2nd most popular response.
   (MEA Citizens Survey 2022)

## Who is responsible?

**Director of Operations** 



Outcome	"Fast" electric vehicle chargers (22kW, charge in 1-2 hours) installed across the borough, through the On-street Residential Chargepoint Scheme (ORCS)
Measure (KPI)	12 "fast" chargers installed at agreed locations by 31 March 2024.*
Status (RAG)	<ul> <li>Procurement is underway, and the chargers are on track to be delivered by March 2024.</li> <li>The locations for the chargers are as follows: <ul> <li>Riverdale Car Park at Bring Centre, Riverdale Larne.</li> <li>Greenland Community Centre, 162a Old Glenarm Road, Larne.</li> <li>Larne Leisure Centre, 28 Tower Road, Larne.</li> <li>Cairngorm Drive, Larne (NIHE).</li> <li>The Showgrounds, Warden Street, Ballymena.</li> <li>Broughshane Community Centre, 21 Knockan Road, Broughshane.</li> <li>Kells and Connor Community Centre, Glenaan Park, Kells.</li> <li>Waveney Road, adjacent to Ardeevin Council Building.</li> <li>Amphitheatre Leisure Centre, Prince William Way, Carrickfergus.</li> <li>Marine Highway, Carrickfergus.</li> <li>Bridewell Drive (NIHE).</li> </ul> </li> </ul>

\*In June 2023, the completion date of this project was extended from 31 December 2023 to 31 March 2024.



# Enhancing customer engagement and service delivery

Develop the Council's use of information technology to improve customer engagement and service delivery.

## Why?

- 'High Performing and Sustainable Council' is a key strategic priority within our Corporate Plan.
- Digital transformation initiatives can improve our management reporting and help to inform our decision-making. It can provide us with greater flexibility in how we deliver our services, leading to gains in efficiencies and better value for money for our ratepayers.

## Who is responsible?

Interim Director of Corporate Services



Outcome	The digital transformation of at least one customer-facing service
Measure (KPI)	16 Council-managed community centres connected to full fibre broadband by 30 September 2023.
Status (RAG)	All Council community centres have been upgraded with the required cabling to facilitate full fibre broadband.
	A network provider to deliver high speed broadband has been procured and Council officers are in the process of overseeing the connection exercise.
	Due to a review of Council-managed community centres, which saw the transfer of a number of centres to community-management, the original target of 16 Council-managed community centres has been amended to 10 centres.
	The new target represents 100% of Council-managed community centres being connected to full fibre broadband.
	Of these 10 community centres, 2 have been successfully connected to full fibre broadband.
	As a result of the review process into the management arrangement of community centres, it is anticipated that the remaining community centres will be fully connected by the end of December 2023.



# Previous year's Improvement Objectives

It is important that we continue to report on our Improvement Objectives from previous years, where targets may not have been reached within the intended timeframes.

Most of our previous years' objectives are considered as being either 'complete' or 'business as usual', except for the objectives noted here. We will continue to provide updates on these within the normal reporting schedule for the Performance Improvement Plan 2023/24, as appropriate.

Ongoing, or outstanding indicators from the Performance Improvement Plan 2022/23 have been included within our objectives for 2023/24. Where this was not possible, we have provided explanatory detail within our year-end update report and Performance Self-Assessment Report 2022/23.

#### Objective

Encourage people to value our natural environment through the promotion of the Green Dog Walkers scheme.

Outcome	A cleaner borough.
Measure	A reduction in the number of residents perceiving dog fouling to be an issue in our local areas.
Status	In 2022, 42% of our Citizen Survey respondents said they 'see dog fouling often', compared with 11% of respondents in 2018. Our Officers will continue to promote this initiative across the borough and will engage with local residents and community groups to encourage responsible ownership.

#### Objective

## Improving customer engagement and service delivery by enhancing the Council's use of information technology

Outcome	The continued implementation of the Council's Agile Framework, through the delivery of a number of citizen-focused projects.
Measure	The redesign of the Council's website developed from user experience feedback (phase 3).
Status	The Council is developing a 'Customer-First' approach and this will be considered as part of that work stream.
Measure	The expansion of the automated customer call system into an additional service area.
Status	The Council is developing a 'Customer-First' approach and this will be considered as part of that work stream.

### **Objective** The development of Sullatober Household Recycling Centre (PIP 2021/22)

Outcome	A larger site with improved infrastructure and accessibility to maximise re-use and recycling.
Measure	6,500m <sup>2</sup> site by 31 March 2022.
Status	The new recycling centre opened in May 2022.
Measure	Increase recycling rate by 23.2% by 31 March 2023.
Status	There was a 12% increase in the rate of recycling rate to 72%. The site is still deemed to be in the 'settling-in' stage, having just opened in May 2022. This target will remain until March 2024.
Measure	1,046 additional tonnes of recycled materials by 31 March 2023.
Status	940 tonnes achieved, due to the initial 'settling in' period. This target will remain until March 2024.
Measure	12 additional tonnes of reused materials by 31 March 2023.
Status	8 tonnes achieved, due to the initial 'settling in' period. This target will remain until March 2024.
Outcome	Financial savings by compacting waste and reduction in fuel consumption.
Measure	50% reduction in containers hauled per newly compacted material by 31 March 2023.
Status	20% achieved. This target will remain until March 2024.
Measure	Reduce tCO2e by 800 by 31 March 2023.
Status	287 tonnes, due to the initial 'settling in' period. This target will remain until March 2024.
Outcome	A more effective and efficient service with increased customer satisfaction and value for money for ratepayers.
Measure	Increased rate of customer satisfaction.
Status	Customer satisfaction surveys conducted in 2021 and 2022 indicate an increase in satisfaction for 'accessibility, 'movement around the site', and 'sufficient site size'.

# Statutory Indicators

The Department for Communities set statutory targets for councils in the areas of Planning, Economic Development and Waste.

These are outlined in our annual business plans, and as far as possible, within our Improvement Objectives. We also set our own internal targets to ensure continuous improvement within these areas.

Performance updates are published on our website every 3 months at

### midandeastantrim.gov.uk/ improvement

Quarter 1 figures (April-June 2023) are not yet available for Planning and Waste indicators; therefore year-end figures for 2022/23 are reported.

## Indicators

The average processing time of major planning applications

The average processing time of local planning applications

The percentage of enforcement cases concluded within 39 weeks

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The number of jobs promoted through business start interventions

The percentage of household waste collected by district Councils that is sent for recycling

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The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled

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The amount (tonnage) of Local Authority Collected Municipal Waste arisings



\*This target may increase to '111' during 2023-2024, pending changes to legislation.



For us, 'improvement' is not limited to gains in service output or efficiencies. It is about focusing on the issues that are important to our citizens and businesses, helping us achieve our vision of improving the quality of life for all.



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