



# Performance Improvement Plan **2023-2024**

Quarter 3 Update Report

April-December 2023

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



**Mid & East  
Antrim**  
Borough Council

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# 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 councils have 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 the 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.

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 drives continuous improvement within our organisation by aligning our key strategies and priorities, and enabling performance to be measured and managed at every level.

During the development of our key plans, we consult with our stakeholders and use a range of statutory and self-imposed indicators to track our progress in delivering them. An electronic performance management system is in place to support these arrangements.

# Feedback

We welcome the opinions of our citizens, businesses, community groups, employees, Elected Members, and service users at any time throughout the year.

If you have an idea for improvement, please email us at: [performance@midandeantrim.gov.uk](mailto:performance@midandeantrim.gov.uk)



# Performance Improvement Plan for 2023/24

Maintaining our performance has never been more important and more challenging.

As we continue to recover from the effects of the pandemic, we face many economic shocks, including a cost-of-living crisis, price instability, inflation, low consumer confidence, tightened financial conditions and slower economic growth.

We also face the challenge of transitioning to a carbon-neutral society.

Our plan for 2023/24 demonstrates our ongoing commitment to supporting our local communities.

Developed with extensive stakeholder engagement and public consultation, the plan outlines some of the areas we aim 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 in more detail at:

[midandeantrim.gov.uk/performance](https://midandeantrim.gov.uk/performance)



# Our Improvement Objectives for 2023/24

1

## Growing the economy and creating jobs

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

2

## Revitalising our towns

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

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.

4

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

Through citizen-focused projects, including Autism-Friendly and Age-Friendly initiatives.

5

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

To reduce emissions and protect the environment for future generations.

6

## Enhancing customer engagement and service delivery

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

# Third quarter performance summary

The following pages outline in detail what our citizens will see from the delivery of our Improvement Objectives. We refer to these as outcomes.

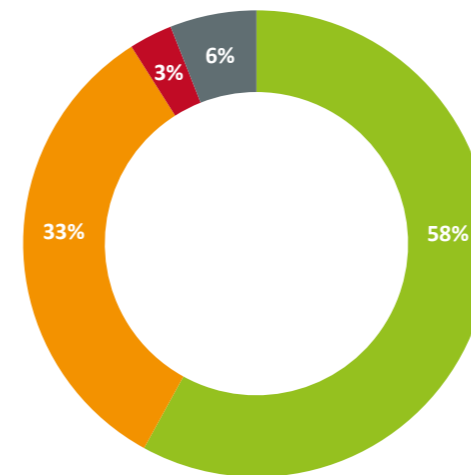
We use a series of key performance indicators to track the delivery of our outcomes. We refer to these as measures.

We have summarised our performance against our 33 measures during the first 9 months of the year, and compared this with our performance in the first 6 months.

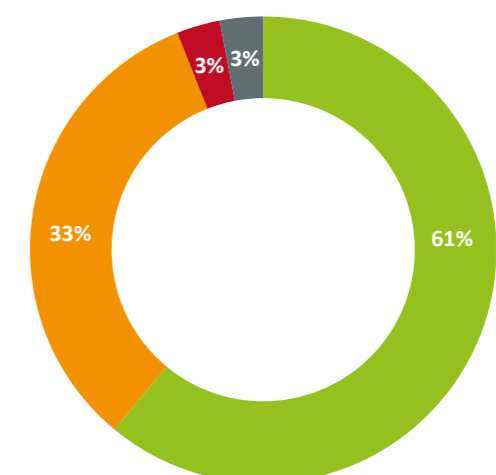
### Progress Key

- Achieved or on track
- Delayed but progressing
- Not achieved or stopped
- Not due or available

At the end of Sept 23



At the end of Dec 23



The results indicate steady progress during the third quarter of the year, with a slight increase in the number of measures classed as being on track or achieved (up 3 percentage points), and a corresponding decrease in the number of measures classed as not being due for completion, or where data was not yet available (down 3 percentage points).

Further details on each objective are provided throughout the remainder of this report.

# Growing the economy and creating jobs

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

## Why are we doing this?

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

## Who is responsible?

The Director of Development.



## What you'll see

Outcome 1		Programmes to encourage skills development and employability
Measure 1	The delivery of 8 employment and skills programmes by 31 March 2024.	
Status	Four additional programmes commenced in the third quarter of the year, bringing the total number to 12 as follows: Forklift, Classroom Assistant, Transport, Restaurant, Manufacturing, Childminding, Enterprise Pathways, Community Skills, Paediatric First Aid, Work Connections, Health Support Services, Female Manufacturing, and Do it Herself.	
Outcome 2		The promotion of new jobs in the borough through Business Start Interventions
Measure 1	The promotion of 85 jobs by 31 March 2024.*	
Status	The most recent verified data, from April 2023 to September 2023, shows 66 jobs have been promoted. Verified results are not available up to December 2023, given the recent launch of the new Northern Ireland Entrepreneurship Support Service. We hope to provide this data within the next report.	
Measure 2	The implementation of the Northern Ireland Entrepreneurship Support Service (NIESS) by 31 March 2024, in partnership with all Northern Ireland councils.	
Status	<p>The regional launch of the NIESS (branded Go Succeed) took place at the City Hall in Belfast on 13 November 2023. A local launch, attended by the Mayor, Elected Members, service delivery partners, and others, was held on 17 November 2023 at Hillmount House in Larne.</p> <p>Go Succeed is being supported by a prominent marketing campaign on TV, radio, billboards, press and social media, and there has been a good level of interest from people wanting to start a business. The Engage and Foundation elements, which support start-ups on the new service, are being delivered by Enterprise NI.</p>	
Outcome 3		An effective and efficient Planning Service to maximise economic development
Measure 1	Adopt the Local Development Plan Strategy by 31 December 2023.	
Status	The Local Development Plan Strategy was adopted by the Council on 16 October 2023. The aim is to create a borough that supports sustainable economic growth and innovation, infrastructure, the right mix of housing, and to improve the wellbeing of our communities.	
Measure 2	A processing time for major planning applications within an average of 30 weeks by 31 March 2024.	
Status	The average processing time for major planning applications from April to September 2023 was 67.4 weeks. The NI council average was 34.7 weeks, 4 councils were within target. Verified data up to December 2023 is not yet available.	
Measure 3	A processing time for local planning applications within an average of 15 weeks by 31 March 2024.	
Status	The average processing time for local planning applications from April to September 2023 was 10.2 weeks. The NI council average was 19.2 weeks, 4 councils were within target. Verified data up to December 2023 is not yet available.	
Measure 4	70% of enforcement cases concluded within 39 weeks of receipt of complaint by 31 March 2024.	
Status	The number of enforcement cases concluded, and corresponding processing times are not yet published by the Department for Infrastructure.	

\* The target may increase from 85 to 111 during 2023-2024, pending changes to legislation.

## Employability and skills programme case studies

### Manufacturing Academy

This industry-led course covered a range of activities to help participants progress into employment as an electrician's aid, such as cabling, cable routing and terminations. Seven people completed the course, 11 qualifications were secured, and 3 have accepted jobs so far.

### Restaurant Academy

Eleven participants enrolled in this 4-week programme at a local college to develop their employability skills and gain industry-related qualifications, including World Host, Customer Service in Hospitality, and Food Safety in Catering. Each participant achieved 3 qualifications.

### Forklift Academy 2

Eleven participants have completed this academy so far, with further intakes in November 2023. Five gained full-time employment, 1 secured part-time employment, 1 increased their hours, and 3 continue to engage in employability support sessions.

### Classroom Assistant 2

Ten candidates completed this course and have gained employment within the sector.

### Work Connections

This programme, in partnership with employers, supports people with disabilities and long-term health conditions to improve their personal confidence to access the labour market. Ten participants have engaged, with 1 participant into employment, so far.

### Health Support Services

This academy, designed in partnership with the Northern Health and Social Care Trust, covers a range of support service roles, such as Catering Assistant, Care Assistant, Porter, and Car Park Attendant. Four participants are recruited, and 14 qualifications gained, to date.

# Revitalising our towns

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

## Why are we doing this?

- Delivering clean and attractive streets and towns was identified as being one of the top 5 priorities for making Mid and East Antrim a better place to live.

*(Source: MEA Citizens Survey 2022)*

- Of 20 potential actions, clean and attractive towns and streets ranked the joint 2<sup>nd</sup> most popular action the Council could take to make their area a better place to live. The regeneration of towns and streets ranked 7<sup>th</sup>.

*(Source: MEA Citizens Survey 2022)*

## Who is responsible?

The Director of Development and the Director of Operations.

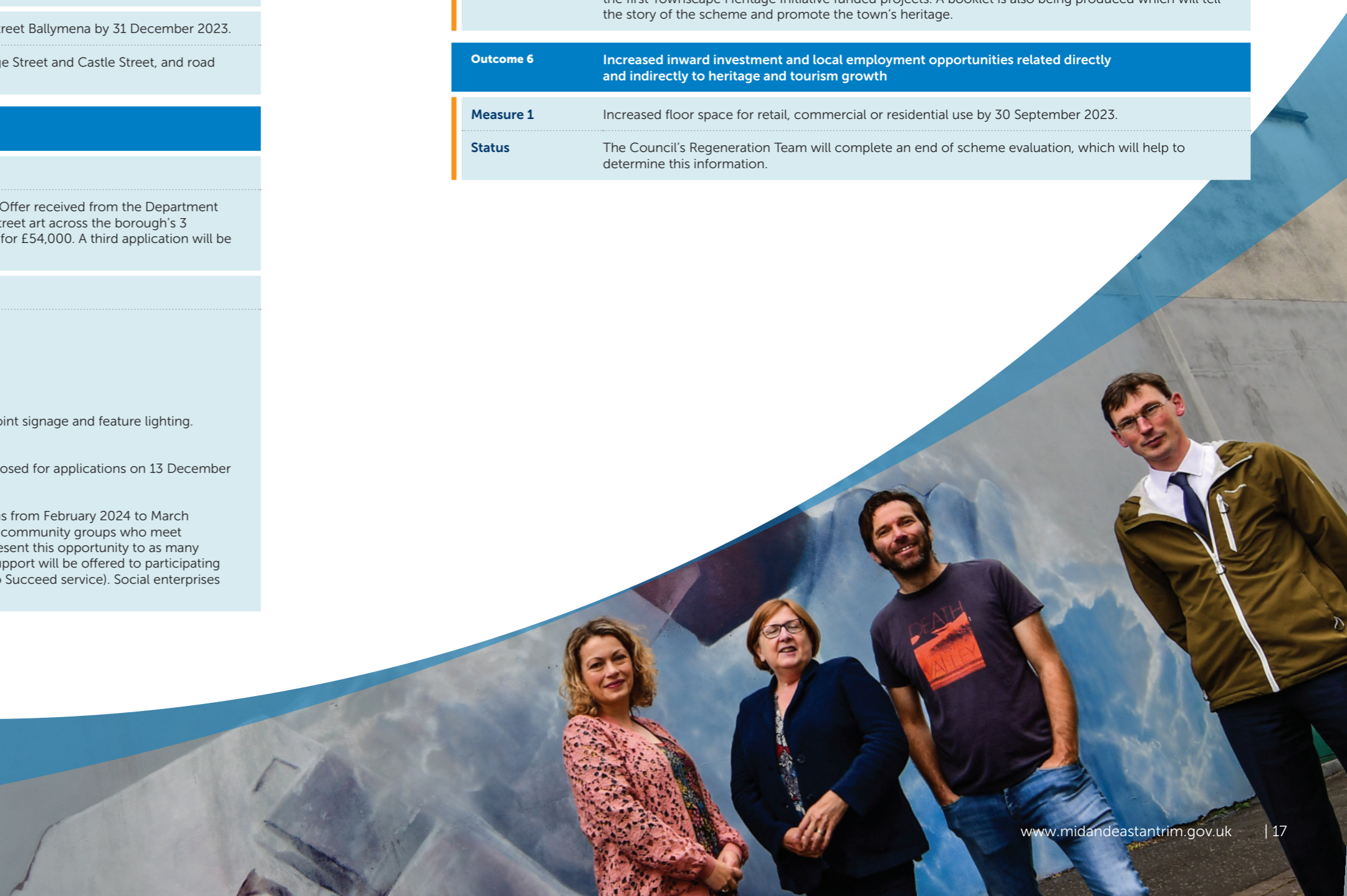




## What you'll see

<b>Outcome 1</b>	<b>Clean and attractive towns and streets</b>
<b>Measure 1</b>	A Keep Northern Ireland Beautiful (KNIB) Street Cleansing Index score of 66% or above by 31 March 2024.
<b>Status</b>	Surveys were undertaken twice during the 2023/24 financial year, within July to September 2023, and January to March 2024. We achieved a score of 70% within each period.
<b>Outcome 2</b>	<b>Enhancement of Ballymena and Larne town centres through public realm improvement works</b>
<b>Measure 1</b>	The completion of public realm improvement works at Point Street Larne by 31 August 2023.
<b>Status</b>	The public realm works completed on 5 May 2023, and included additional infrastructure upgrades by Northern Ireland Electricity. The cleaning and sealing of the footway took place shortly after, alongside the decommissioning of the works compound.
<b>Measure 2</b>	The completion of public realm improvement works at Castle Street Ballymena by 31 December 2023.
<b>Status</b>	The public realm works, comprising the public footway on Bridge Street and Castle Street, and road resurfacing, completed in January 2024.
<b>Outcome 3</b>	<b>Revitalisation Scheme delivered within our 3 main towns</b>
<b>Measure 1</b>	To agree the Revitalisation Scheme by 30 September 2023.
<b>Status</b>	The first application for funding was successful, with a Letter of Offer received from the Department for Communities for over £400,000. A second application, for street art across the borough's 3 main towns, was also successful, with a Letter of Offer received for £54,000. A third application will be submitted in the 2024/25 financial year.
<b>Measure 2</b>	To deliver the Revitalisation Scheme by 31 March 2025.
<b>Status</b>	Funding is secured for the following activities: <ul style="list-style-type: none"> <li>• Installation of sound systems in Ballymena and Carrickfergus.</li> <li>• Conversion of vacant premises into pop-up shops.</li> <li>• A Shop Front Grant Scheme.</li> <li>• Pavement café furniture for local businesses.</li> <li>• Installation of smart benches, planting schemes, orientation point signage and feature lighting.</li> <li>• Animation activities.</li> </ul> <p>The Shop Front Grant Scheme, which launched in November, closed for applications on 13 December 2023. 66 Letters of Offer have been issued so far.</p> <p>The pop-up shop scheme will run in the borough's 3 main towns from February 2024 to March 2025, and will be open to entrepreneurs, social enterprises, and community groups who meet eligibility criteria. Marketing materials are being developed to present this opportunity to as many community groups and entrepreneurs as possible. Additional support will be offered to participating organisations through the Retail Start Academy 2024 (via the Go Succeed service). Social enterprises will have the opportunity to avail of a separate pilot academy.</p>

<b>Outcome 4</b>	<b>Up to 10 buildings of historical and architectural interest restored in Carrickfergus through the Townscape Heritage Initiative, with Council and Heritage Lottery grant assistance</b>
<b>Measure 1</b>	The restoration of 10 buildings of historical and architectural interest by 30 September 2023.
<b>Status</b>	The National Lottery Heritage Fund has approved an extension of the scheme until 29 February 2024. The 10 <sup>th</sup> and final property, 1-3 Cheston Street, received building control approval to allow internal building works to take place. A completion date by 29 February 2024 is anticipated.
<b>Outcome 5</b>	<b>The local community will have a better understanding of built heritage</b>
<b>Measure 1</b>	To deliver a Built Heritage Education programme by 30 September 2023.
<b>Status</b>	An end of scheme event is scheduled to take place at the Dobbins Inn on 22 February 2024; one of the first Townscape Heritage Initiative funded projects. A booklet is also being produced which will tell the story of the scheme and promote the town's heritage.
<b>Outcome 6</b>	<b>Increased inward investment and local employment opportunities related directly and indirectly to heritage and tourism growth</b>
<b>Measure 1</b>	Increased floor space for retail, commercial or residential use by 30 September 2023.
<b>Status</b>	The Council's Regeneration Team will complete an end of scheme evaluation, which will help to determine this information.



# Supporting our citizens' health and wellbeing

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

## Why are we doing this?

- 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.  
*(Source: 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.  
*(Source: 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 wellbeing, as outlined in our Outdoor Recreation Strategy.

## Who is responsible?

The Director of Community and the Director of Operations.



## What you'll see

<b>Outcome 1</b>	<b>5 replacement play parks completed by 30 June 2023</b>
<b>Measure 1</b>	To replace play parks at: <ol style="list-style-type: none"> <li>1. Ballymena Road, Ahoghill</li> <li>2. Martinstown</li> <li>3. Ferris Park, Larne</li> <li>4. Woodburn, Carrickfergus</li> <li>5. Wilson Crescent, Ballymena</li> </ol>
<b>Status</b>	All 5 play parks are complete and open to the public.
<b>Outcome 2</b>	<b>2 replacement play parks completed by 31 March 2024</b>
<b>Measure 1</b>	To replace play parks at: <ol style="list-style-type: none"> <li>1. Clough</li> <li>2. Marine Gardens, Carrickfergus</li> </ol>
<b>Status</b>	Works are due to commence at Clough play park in February 2024.  A letter of award was issued for the successful tender for the Marine Gardens play park on 9 January 2024.  It is likely that both parks will complete by 30 June 2024.

<b>Outcome 3</b>	<b>3 new or upgraded multi-use games or kick-about areas completed by 30 June 2024</b>
<b>Measure 1</b>	New or upgraded multi-use games or kick-about areas in: <ol style="list-style-type: none"> <li>1. Portglenone</li> <li>2. Carnlough</li> <li>3. Glynn</li> </ol>
<b>Status</b>	The contractor is currently on site at Portglenone, with expected completion by mid-April. The Multi-Use Games Area will be located beside the Marina and Community Centre. This project includes the upgrade of the existing children's play park, including some inclusive play equipment.  The contractor is expected to be on site in Carnlough by early March 2024, for the refurbishment of the Multi-Use Games Area with a new 3G surface.  Site mobilisation commenced at Glynn on 15 January 2024 for the flood-lit kick-about area.
<b>Outcome 4</b>	<b>1 new skatepark completed by 31 March 2024</b>
<b>Measure 1</b>	A new skate park in Larne by 31 March 2024.
<b>Status</b>	The tender evaluation is underway. The delivery timescale will be confirmed upon the successful appointment of a contractor.
<b>Outcome 5</b>	<b>5 outdoor safety training courses delivered</b>
<b>Measure 1</b>	Deliver 4 courses by 31 March 2023 and another by 31 December 2023.
<b>Status</b>	All 5 courses are complete, with a total of 152 attendees.
<b>Outcome 6</b>	<b>Outdoor events delivered by 31 March 2024</b>
<b>Measure 1</b>	Deliver 20 events, with 50 participants..
<b>Status</b>	62 events have been held since April 2023, totalling 1,875 participants. Of these, 20 events were held in quarter 3, with 524 participants.
<b>Outcome 7</b>	<b>Number of trees planted by 31 March 2024</b>
<b>Measure 1</b>	Plant 5,000 trees by 31 March 2024.
<b>Status</b>	From April to December 2023, 9,826 trees have been distributed throughout the borough for planting. It is anticipated that over 32,000 trees will be planted by the end of the season.



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

Through citizen-focused projects, including Autism-Friendly and Age-Friendly initiatives.

## Why are we doing this?

- 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.

*(Source: MEA Citizens Survey 2022)*

- 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% within the school aged population.

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

- Of 20 actions we could take to make your area a better place to live in, citizens ranked affordable quality housing joint second. 57% agreed that the borough is a good area for a sense of belonging among people.

*(Source: MEA Citizens Survey 2022)*

## Who is responsible?

The Director of Community.



## What you'll see

Outcome 1 The promotion and delivery of the Autism Friendly Initiative	
<b>Measure 1</b>	Deliver 10 Autism Friendly workshops to service providers by 31 March 2024.
<b>Status</b>	Fourteen workshops have been delivered since April 2023. Ten with the Police Service of Northern Ireland, 2 with Libraries NI, 1 within the Braid Arts and Museum Centre, and 1 with the Girls Brigade.
<b>Measure 2</b>	Deliver 3 Autism Friendly Roadshows within Ballymena, Carrickfergus, and Larne by 31 March 2024.
<b>Status</b>	The Carrickfergus roadshow took place on 8 November 2023, entitled 'Family Support and Education'. The event was attended by 50 people, and the feedback was positive.  Speakers represented the National Autistic Society Northern Ireland, The Education Authority Autism Advisory and Intervention Service, the Northern Health and Social Care Trust, Northern Regional College, the NOW Group, Ulster University, Queens University Belfast, Autism NI, and Mid and East Antrim Borough Council's Leisure Services, and Parks and Open Spaces department.  More roadshows are scheduled for Larne on 6 February 2024, entitled 'Life After ASD Diagnosis and Healthy Minds and Healthy Living', and in Ballymena on 28 March 2024, entitled 'Employability, Benefits, and Independent Living'.
<b>Measure 3</b>	Develop a Communications Plan to raise awareness of the initiative by 31 March 2024.
<b>Status</b>	The Council is working alongside the Equality Commission Northern Ireland and the Department of Health Autism Strategy Team to review the 'Every Customer Counts Business Checklist' to ensure it accommodates the needs of people with autism. This resource will be promoted across the borough when it launches in April.  The Communications Plan is still under development; however, a series of communications have been issued to promote key events and initiatives throughout the year. The final plan will also cover the 2024/25 period.
<b>Measure 4</b>	Deliver 4 Autism Friendly Action Plans in Council venues by 30 September 2023.
<b>Status</b>	Action plans are written for the following 4 venues, with a delivery date of March 2024 now deemed more realistic:  1. Braid Arts and Museum Centre 2. Larne Arts and Museum Centre 3. Carrickfergus Museum, and 4. Andrew Jackson Cottage and the US Rangers Museum.
<b>Measure 5</b>	4 additional Autism Champions within Council by 30 September 2023.
<b>Status</b>	One staff member has completed the qualification, with 3 more expected to complete it by March 2024.

<b>Measure 6</b>	An Autism Awareness Train the Trainer programme developed and shared with partner organisations by 31 March 2024.
<b>Status</b>	The training programme has been updated to enable Community Planning partners to use the content for their in-house training.  A meeting took place with the Police Service of Northern Ireland in November 2023 to develop links with the Police Training College to progress the roll-out of a Train the Trainer programme with the Tactical Support Group. A pilot with Libraries NI is underway.
Outcome 2 The establishment of an Age Friendly Alliance	
<b>Measure 1</b>	To develop a Mid and East Antrim Age Friendly Alliance by 31 December 2023.
<b>Status</b>	The first meeting of the Age Friendly Alliance took place in November 2023, and a second on 23 January 2024.
<b>Measure 2</b>	To develop a Mid and East Antrim Age Friendly Action Plan by 31 March 2024.
<b>Status</b>	The draft action plan and baseline survey results were presented at the January meeting. Input and feedback from partners is ongoing. The public consultation will commence when the draft plan is agreed.
Outcome 3 The development of a borough-wide Landlord Forum.	
<b>Measure 1</b>	To develop a borough-wide Landlord Forum by 31 March 2024.
<b>Status</b>	A landlord within Mid and East Antrim Borough Council has agreed to join the committee of the Landlord Association of Northern Ireland (LANI).  The landlord and a representative of LANI have agreed to meet in February to discuss the structure and terms for a Mid and East Antrim Landlord Forum, with the intention of holding its first official meeting before 31 March 2024.  It is intended to issue the next Landlord Newsletter in February 2024.



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

To reduce emissions and protect the environment for future generations.

## Why are we doing this?

- In 2023, it was announced that the phase out date for the sale of new petrol and diesel cars and vans is now 2035.
- In a FASTER Project survey (2021), which established attitudes and behaviour towards transport use, almost 30% of NI respondents (totalling 464) were from Mid and East Antrim (totalling 134 people). Of these, 34% of those who plan to change their vehicle in the next 3 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 2<sup>nd</sup> most popular response.

*(Source: MEA Citizens Survey 2022)*

## Who is responsible?

The Director of Operations.

## What you'll see

**Outcome 1** Fast electric vehicle chargers installed across the borough, through the On-street Residential Chargepoint Scheme (ORCS). (It is now anticipated that the capacity of the chargers will be 22kw, with a charge in 4 to 6 hours).

**Measure 1** 12 fast chargers installed at agreed locations by 31 March 2024.

**Status** It is anticipated that the joint tender exercise for the fast chargers will be published before 31 March 2024.

Mid and East Antrim Borough Council would like to be in a position to install the chargers within the 2024/25 financial year, however, because this is a joint project with other regional councils, this cannot currently be guaranteed. A clearer delivery timescale will be determined upon the appointment of the successful contractor.



# Enhancing customer engagement and service delivery

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

## Why are we doing this?

- To be a High Performing and Sustainable Council is a 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?

The Interim Director of Corporate Services.





## What you'll see

<b>Outcome 1</b>	The digital transformation of at least one customer-facing service
<b>Measure 1</b>	Sixteen Council-managed community centres connected to full fibre broadband by 30 September 2023.
<b>Status</b>	<p>All Council-managed community centres have been upgraded with cabling to facilitate full-fibre broadband.</p> <p>Of the 10 community centres that are now Council-managed, 4 are connected to full fibre broadband, 2 of which are up and running, and 2 are due to complete by 31 March 2024.</p> <p>The remaining 6 community centre broadband connections have not progressed. The timeframe for this is yet to be confirmed.</p>

# Previous years' Improvement Objectives

While most of our previous objectives are now complete or delivered as business as usual, some targets were not reached within the intended timeframe. This section gives an update on these, where possible.

Some continuing or outstanding indicators from the Performance Improvement Plan for 2022/23 are included within our objectives for 2023/24. Where this was not possible, an explanation is provided within our year-end update report and Performance Self-Assessment Report for 2022/23.

<b>Objective 1</b>	
<b>Encourage people to value our natural environment through the promotion of the Green Dog Walkers scheme.</b>	
<b>Outcome 1</b>	A cleaner borough.
<b>Measure 1</b>	A reduction in the number of residents perceiving dog foul to be an issue in our local areas.
<b>Status</b>	<p>Our Citizens Survey indicated an increase in the number of people perceiving dog foul to be an issue in their local environment, with 42% of respondents saying they see dog foul often, compared with 11% in 2018. (Source: Mid and East Antrim Borough Council Citizen Survey, 2022).</p> <p>There are some likely explanations for this growth. The second survey was carried out in a post-pandemic environment, when people had been staying closer to home and working from home, with a substantial increase in local outdoor activity. Anecdotal evidence also suggests that pet ownership increased during this time, with a significant proportion of those obtaining a dog having never been a dog owner before. There would have been reduced access to dog training services and peer support.</p> <p>The Green Dog Walkers Scheme, which encourages responsible pet ownership, is integrated into everyday practice, and is at the core of our communications, as we seek to influence behaviour change.</p> <p>We monitor and report on dog foul complaints at relevant Committee meetings every 6 months, providing information on incidents of dog foul and enforcement action taken. Updates on the scheme are reported to the Senior Management Team or Committee on an ad hoc basis, generally upon significant events, or to garner continued support. As a result, updates will no longer be given within the Performance Improvement Plan quarterly reports.</p>
<b>Objective 2</b>	
<b>Improving customer engagement and service delivery by enhancing the Council's use of information technology</b>	
<b>Outcome 1</b>	The continued implementation of the Council's Agile Framework, through the delivery of a number of citizen-focused projects.
<b>Measures 1 &amp; 2</b>	The redesign of the Council's website developed from user experience feedback (phase 3) and the expansion of the automated customer call system into an additional service area.
<b>Status</b>	The Council is developing a 'Customer-First' approach, and these will be considered as part of that workstream.

<b>Objective 3</b>	
<b>The development of Sullatober Household Recycling Centre</b>	
<b>Outcome 1</b>	A larger site with improved infrastructure and accessibility to maximise re-use and recycling.
<b>Measure 1</b>	A 6,500m <sup>2</sup> site by 31 March 2022.
<b>Status</b>	The larger site opened in May 2022.
<b>Measure 2</b>	Increase the recycling rate by 23.2% by 31 March 2023.
<b>Status</b>	The recycling rate for January 2023 to September 2023 was 68.3%. This is a 7% increase compared with the same period prior to the opening of the new facility, from January 2021 to September 2021. Waste control measures, due to be implemented in the next 6 months, are expected to positively impact the recycling rate, with policy changes which will restrict materials like hardfill and rubble. Despite this, it is not anticipated that the original target will be reached, with a target of 8% deemed more realistic.
<b>Measure 3</b>	1,046 additional tonnes of recycled materials by 31 March 2023.
<b>Status</b>	There were 674 additional tonnes of recycled materials from January 2023 to September 2023, compared with January 2021 to September 2021. Despite the upcoming implementation of new control measures, a target of 680 tonnes is deemed more realistic.
<b>Measure 4</b>	12 additional tonnes of reused materials by 31 March 2023.
<b>Status</b>	There were 6 additional tonnes of reused materials during the period January 2023 to September 2023, compared with January 2021 to September 2021. The new control measures are expected to positively impact the rate of reuse.
<b>Outcome 2</b>	
<b>Financial savings by compacting waste and reduction in fuel consumption.</b>	
<b>Measure 1</b>	50% reduction in containers hauled per newly compacted material by 31 March 2023.
<b>Status</b>	The latest available figures show a reduction of 20%.
<b>Measure 2</b>	Reduce tCO <sub>2</sub> e by 800 by 31 March 2023.
<b>Status</b>	The latest available figures show a reduction of 287 tonnes.
<b>Outcome 3</b>	
<b>A more effective and efficient service with increased customer satisfaction and value for money for ratepayers.</b>	
<b>Measure 1</b>	Increased rate of customer satisfaction.
<b>Status</b>	Surveys conducted in 2021 and 2022 indicate an increase in customer satisfaction for accessibility, movement around the site, and sufficient site size.

# Statutory key performance 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:

[midandeantrim.gov.uk/improvement](https://midandeantrim.gov.uk/improvement)

Our results for the period April 2023 to September 2023, are summarised to the right. Data up to December 2023 is not yet available.

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

\*\* The Department for Communities (DfC) requires that each council sets and monitors its own individual target for this indicator annually.

	Indicator 	Target 	Result 
	The average processing time of major planning applications	MAX 30 Weeks	67.4 Weeks
	The average processing time of local planning applications	MAX 15 Weeks	10.2 Weeks
	The percentage of enforcement cases concluded within 39 weeks	MIN 70%	The data has not yet been published.
	The number of jobs promoted through business start interventions	MIN 85 Jobs*	66 Jobs
	The percentage of household waste collected by district Councils that is sent for recycling	MIN 50%	55.09%
	The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled	MAX 16,387 Tonnes	6,315 Tonnes
	The amount (tonnage) of Local Authority Collected Municipal Waste arisings	MAX 75,797 Tonnes **	40,850 Tonnes



*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.*



**Mid & East  
Antrim**  
Borough Council

**Contact us at:**

Mid and East Antrim  
Borough Council  
1-29 Bridge Street  
Ballymena  
BT43 5EJ

**Tel: 0300 1245 000**

**Email: [enquiries@midandeastantrim.gov.uk](mailto:enquiries@midandeastantrim.gov.uk)**

**Website: [www.midandeastantrim.gov.uk](http://www.midandeastantrim.gov.uk)**

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