



**Mid & East  
Antrim**  
Borough Council



**Performance Improvement Report**  
**2015-2016**

## Introduction

Mid and East Antrim Borough Council was established as part of the programme for local government reform, the most significant change in over 40 years.

The purpose of the reform process is to create “a thriving dynamic local government that creates, vibrant, healthy, prosperous, safe and sustainable communities that meets the needs of the citizens” and aims to deliver improved service provision and long-term cost savings.

For Mid and East Antrim Borough Council, this provides a once in a political lifetime opportunity to do things differently and to do different things.

Our focus is always to improve the quality of life for our citizens.

### Our vision:

**Mid and East Antrim - Working together to create a better future for all**

### A duty to improve

Part 12 of the Local Government Act (NI) 2014 put in place a new framework to support continuous improvement in the delivery of council services, in the context of strategic objectives and issues that are important to our citizens and customers.

“Improvement” in the context of the Act means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the Council. Improvement for Mid and East Antrim Borough Council means activities which will enhance the sustainable quality of life and environment for our citizens - **creating a better future for all.**

In addition to the plans and strategies outlined above Mid and East Antrim Borough Council will demonstrate our commitment to continuous improvement in the delivery of our services through the development and implementation of an annual improvement plan.

## Statutory Performance Indicators

In addition to the improvement areas identified by Council the Department for Communities also sets targets for Councils.

For 2015-2016 these were set in the following functional areas:

### Planning:

- Number of major planning applications processed;
- Number of local planning applications processed; and
- Progress of enforcement cases.

### Economic development:

- Number of jobs promoted through business start-up activity. (*Business start-up activity means the delivery of completed client led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes*).

### Waste:

- % of household waste collected by Council that is sent for recycling;
- Amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled;
- Amount (tonnage) of Local Authority Collected Municipal Waste arising.

Mid and East Antrim Borough Council's results against the standards set by central government in 2015-2016 were as follows:

Ref	Statutory Indicator	Standard to be met (annually)	Result for year end	Comment
P1	<p>The average processing time of major planning applications.</p> <p>(an application in this category of major development within the meaning of the Planning (development Management) Regulations (Northern Ireland) 2015(a))</p>	Major applications processed from date valid to decision or withdrawal within an average 30 weeks.	37 weeks average processing time	Moving forward, Mid and East Antrim Council will prioritise legacy applications which transferred from the Department of the Environment. By targeting these applications the Council aims to see significant improvements in the average processing time of major applications.
P2	<p>The average processing time of local planning applications</p> <p>(local applications means an application in the category of local development within the meaning of the Planning (development Management) Regulations (Northern Ireland) 2011 (or any orders or regulations made under that Act))</p>	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks	14.4 weeks average weeks average processing time	Exceeded target in 2015/2016
P3	<p>The percentage of enforcement cases processed within 39 weeks.</p> <p>(enforcement cases are investigations into alleged breaches of planning</p>	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint	85.9% of all enforcement cases progressed to target conclusion	Exceeded target by 15.9% in 2015/2016

Ref	Statutory Indicator	Standard to be met (annually)	Result for year end	Comment
	control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under the Act).			
ED1	The number of jobs promoted through business start-up activity (Business start-up activity means the delivery of completed client led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes)	85	122	Exceeded target by 37 in 2015/2016
W1	The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse).  (Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b))	50% household recycling by 2020	42.92%	This figure is subject to change as the waste data validation process is not yet completed by NIEA.
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	20,644 tonnes	19,021.7 tonnes	The figure is subject to change as the waste data validation process is not yet completed by NIEA.

Ref	Statutory Indicator	Standard to be met (annually)	Result for year end	Comment
	(Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c))			Target achieved and exceeded by 1622.3 tonnes
W3	The amount (tonnage) or Local Authority Collected Municipal Waste arisings.  (Local authority collected municipal waste arisings is the total amount of local authority collected waste which has been collected by a district council)		75,540.80 tonnes	The figure is subject to change as the waste data validation process is not yet completed by NIEA.

### Performance Improvement Plan 2015-2016 Results

In addition to the statutory performance indicators Mid and East Antrim Borough Council assessed its performance against the performance improvement plan agreed for 2015-2016.

Over 60% of the outcomes planned for March 2016 were met and will demonstrate positive outcomes for the citizens of the Borough. However, Mid and East Antrim Borough Council aim to do better and has identified that the significant reform process, and subsequent organisation redesign and restructure of Mid and East Antrim Borough Council did constrain in 2015-2016 the Council's ability to meet the challenging targets set.

The results are as follows:




# 1. Strategic Effectiveness

Objective		Action	Measures	Timetable				Outcomes by March 2016	Progress made October - March 2016
				Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar		
		Embrace planning powers to promote economic development and regeneration	% progress of local development plan;					of Local Development Plan.	<p>Organisation structure agreed by Council places Planning within the Economic Development, Investment and Tourism Directorate demonstrating planning as a key driver of economic development in Mid and East Antrim Borough Council.</p> <p>865 Planning Application decisions have been made by Council since 1 April 2015, with an approval rate of 95%</p>
1.2	Develop a Community Plan which is reflective of community needs	Engagement with Community Planning Partners and local communities/ individuals to inform the Community Plan	<p>Number of Community Planning Partners Meetings;</p> <p>% attendance of Community Planning Partners;</p> <p>% progress on development Community Plan</p>					<p>Statutory and Non-statutory Partners fully engaged in the community planning process;</p> <p>Governance framework agreed and fully populated;</p> <p>Community Engagement framework developed and in place</p>	<p>Final statutory partners list to be confirmed by Department;</p> <p>Draft Concordat for Community Planning Engagement protocol between Northern Ireland Central Government Departments and Local Government issued;</p> <p>Baseline report issued by McClure Watters'</p>



# 1. Strategic Effectiveness

Objective		Action	Measures	Timetable				Outcomes by March 2016	Progress made October - March 2016
				Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar		
								Measurable progress on development of the Community Plan	
1.3	Develop and implement a performance management system which will demonstrate strategic realisation	Develop Key Performance Indicators and targets that are reported regularly to the relevant Committee and Senior Management Team	KPIs developed and agreed;  % of KPIs and Targets met; Regularity of performance reports taken to committee					Performance Management System which is fully functional and informing service delivery and supporting continual performance improvement.	Existing data capture software e.g. TOTAL financial management; Tascomi Building Control and Environmental Health; Planning NI portal; and various waste management software provide ongoing performance information.  Statutory performance indicators in relation to waste, planning and economic development agreed and reported upon;  Performance reporting to SMT, Committee and Council in line with reporting and monitoring requirements as set out in the Corporate Plan - detailed reporting schedule agreed;

## 2. Service Quality

Objective	Action	Measures	Timetable				Outcomes by March 2016	Progress made October to March 2016	
			Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar			
2.1	Maintain quality standards and harmonise service delivery across the three predecessor Council areas	Assess standard of service provision provided by predecessor councils and transferring functions identifying differences and gaps for action.	Number of service area reviews completed;					<p>Standard, high quality services provided to all;</p> <p>Fair pricing for all Council services and facilities.</p>	<p>100% of service reviews underway and consultation on structure commenced.</p> <p>Harmonisation of services not yet completed.</p>
		Develop a corporate pricing policy that is fair and equitable to all service users	<p>Number of service differences identified;</p> <p>Number of service differences addressed</p>						



## 2. Service Quality

Objective	Action	Measures	Timetable				Outcomes by March 2016	Progress made October to March 2016
			Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar		
2.2	Deliver services to clear and measurable standards	Develop and publish a Customer Service Charter	Number of complaints received;	Number of compliments received;				<p>All Citizens, Elected Members and Staff clear as to the service standards expected of Mid and East Antrim Borough Council</p> <p>Complaints Policy agreed based on the predecessor Councils, Planning NI and best practice;</p> <p>Customer service charter not yet developed and agreed;</p> <p>Corporate complaints management system development and agreement outstanding;</p> <p>0 complaints investigated by Ombudsman;</p> <p>2 complaints referred to Stage 2 Formal Complaint investigation by Chief Executive's Office;</p>
2.3	Identify customer satisfaction	Conduct Customer satisfaction survey which will inform future performance improvement	% customer satisfaction rate					<p>Council fully aware of current customer satisfaction levels to inform future service delivery and benchmark performance.</p> <p>Customer satisfaction survey not completed;</p> <p>Customer satisfaction measured through service level feedback and complaints monitoring.</p>

### 3. Efficiency

Objective		Action	Measures	Timetable				Outcomes by March 2016	Progress made October to March 2016		
				Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar				
3.1	Utilise ICT to deliver efficiencies	Implement electronic purchase ordering and automatic invoice clearing	Invoice clearance times; Number of invoice queries; Number of incorrectly raised purchase orders	→				ICT delivering measurable efficiencies including: 80% payments made within Central payment directive	89.5% invoices paid within Central payment directive;  Project initiation document agreed for implementation of electronic purchase ordering system		
		Minute Pad	Cost of minute pad v cost of paper copies	→						Reduction in stationery costs	The introduction of minute pad for Council/Committee agenda papers has reduced the number of pages by over 800,000 with an estimated net saving of £60,000.
		Use website and social media to deliver key messages	Number of website hits per month;  % increase in website hits; Number of "followers";	→						Month on month % increase in Website hits	382,936 website page hits since 1 April 2015.  Website redesign initiated.
		Invest in ICT resources to ensure effective	Number of IT Helpdesk requests;	→						Reductions in ICT down time.	999 Facebook Likes (218 Mayor's Facebook Page); 374 followers on Twitter
								Electronic ICT helpdesk			

### 3. Efficiency

Objective		Action	Measures	Timetable				Outcomes by March 2016	Progress made October to March 2016
				Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar		
		operations between council sites and minimise down time	% time for requests to be resolved						
3.2	Work in partnership with other organisations (private/public/ Voluntary/ community) to maximise available resources	Deliver strategically effective grants schemes	£ funding granted;					Grants schemes funding fully allocated with measurable benefits to local communities	£485k grant funding made available to local communities;
		Joint funding applications with other bodies	Number of funding application made;  % successful funding applications  £ funding drawn down					Council will be proactively seeking funding opportunities, submitting high quality applications with a high percentage success rate.	Forms part of wider Economic Development and Tourism Strategy -  8 applications made;  3 successful; 2 unsuccessful; 3 awaiting decision;  £1000 funding drawn down  Successful applications value of funding = £4.7m

### 3. Efficiency

Objective	Action	Measures	Timetable				Outcomes by March 2016	Progress made October to March 2016
			Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar		
3.3 Design an organisation which will deliver “more with less” and which is flexible to manage change	Develop a three year Business Improvement and Efficiency Strategy	Business Improvement and Efficiency Strategy Completed					Three year Business Improvement and Efficiency Strategy	Desktop research and benchmarking has commenced,
	Workforce development to enable Council Officers to maximise their knowledge and skills for the benefit of the Council	Corporate Training Plan					Elected Members and Council Officers will feel they have the knowledge and skills required to deliver the corporate objectives.	Further and Higher Education Policy agreed and implemented; Training opportunities continue to be made available to Elected Members and staff;  Corporate Training Plan yet to be fully developed.

If you have any queries in relation the Performance Improvement Report 2015-2016 please do not hesitate to contact the Council at:

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