



Performance Self-Assessment Report 2018-2019

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1.0 Introduction

Part 12 of the Local Government Act (Northern Ireland) 2014 (The Act) put in place a framework to support continuous improvement in the delivery of council services within the context of strategic objectives and issues that are important to those who receive those services.

The Act specifies that Council must make arrangements for the publication of:

a) Its assessment of its performance during a financial year:

- In discharging its duty to make arrangements to secure continuous improvement.
- In meeting its improvement objectives which are applicable to that year.
- By reference to the statutory performance indicators and self-imposed indicators which are applicable to that year.

b) Its assessment of its performance in exercising its functions during a financial year as compared with:

- Its performance in previous financial years.
- So far as is reasonably practicable, the performance during that and previous financial years of other Councils.

The purpose of this Self-Assessment Report is to provide an overview of Mid and East Antrim Borough Council's assessment of its performance for the year 2018/19.



2.0 Arrangements to Secure Continuous Improvement

2.1 Performance Management Framework

Mid and East Antrim Borough Council introduced a Performance Management Framework during 2017/18 to drive performance management and continuous improvement within the organisation.

The Framework summary diagram was revised during the development of Council’s new Corporate Plan for 2019-2023 and is provided in Diagram 1 below.

The diagram illustrates that performance is measured and managed at all levels within the organisation. The framework links directly to the corporate planning processes in place within Mid and East Antrim Borough Council. It demonstrates how strategic objectives within the Community Plan and Corporate Plan are

cascaded through annual business plans and ultimately to every employee’s work objectives.

Council’s Performance Planning cycle is outlined in the table in Appendix 1 which describes the timelines for managing performance throughout the year.

The ongoing review and reporting schedule for the various plans is discussed within the Performance Management Framework document. This is available on request.






Diagram 1: Mid and East Antrim Borough Council - Performance Management Framework

 Plan	 Purpose
Community Plan	The Community Plan was launched on 1 April 2017 and sets a 15-year vision for Mid and East Antrim Borough. The Community Plan is led by Council in partnership with the public, voluntary and private sectors.
Corporate Plan	A new Corporate Plan for the 2019-2023 period has been developed and includes six strategic themes that are aligned with the Community Plan.
Performance Improvement Plan	A Performance Improvement Plan is produced annually and includes improvement objectives that align with the key priorities of both the Community Plan and Corporate Plan.
Annual Business Plans	Annual Business Plans are developed to set the direction for all Directorates. They define outcomes for the year and include key performance indicators to monitor and drive performance improvement.
Employee Personal Development Plans	Personal Development Planning (PDP) ensures that all staff objectives and development activities are fully aligned with the Business Plans, and ultimately the Corporate Plan and Community Plan.

The table above provides a brief summary of the plans illustrated within the Performance Management Framework

2.2 Governance Arrangements

Within Mid and East Antrim Borough Council, the following governance arrangements were established to manage performance during 2018/19 for the Corporate Plan, Performance Improvement Plan and Annual Business Plans.

 Plan	 Council / Committee	 Reporting Cycle
Corporate Plan	SMT	6-monthly
	Council	6-monthly
Performance Improvement Plan	SMT	Quarterly
	Audit & Scrutiny	Quarterly
Directorate Business Plans	SMT	Quarterly
	Audit & Scrutiny	6-monthly

These governance arrangements facilitate and support transparency, accountability and improvement across the Council.

2.3 Mid and East Antrim Borough Council's Audit & Scrutiny Committee

The Terms of Reference for Mid and East Antrim Borough Council's Audit & Scrutiny Committee set out the Committee's overall purpose and objectives.

The Committee has two key functions of 'Audit' and 'Scrutiny'. The area of performance improvement falls within the 'Scrutiny' function, and includes the monitoring, assessment and review of the following:

- Business Plans
- Service Risk Registers
- Business Improvement and Efficiency Strategy
- Performance Improvement Plan.

During 2018/19, the Committee met on the fourth Monday of each month, with Scrutiny meetings taking place in January, February, April, August, October and November.

2.4 The Performance Improvement Plan

We demonstrate our commitment to continuous improvement in the delivery of our services through our Performance Improvement Plan. On 30 June each year, Council publishes a new plan, which sets out how we will deliver improvement in at least one of the seven improvement areas, as stipulated in the Local Government Act (Northern Ireland) 2014:



Strategic effectiveness



Service quality



Service availability



Efficiency



Fairness



Sustainability



Innovation

The plan sets out our improvement objectives for the year. It outlines what we hope to achieve, how we plan to do it and how our citizens will be better off as a result.

Our improvement objectives are developed through a process of collaboration, engagement and research. The development process commences in the autumn, with a series of workshops with senior managers and Elected Members from across Council.

The Performance Improvement Plan for 2019/20 was developed alongside the new Corporate Plan 2019-2023 which was launched in July 2019. Further details of the new Corporate Plan are provided in section 4.

Section 3 of this Self-Assessment Report details our specific improvement objectives for the year 2018/19, and the progress made against these. It also looks back at previous objectives that were not fully completed.


Progress update reports were scrutinised by the Audit & Scrutiny Committee every three months during 2018/19.

The year-end report was scrutinised on 20 August 2019, and can be viewed at: www.midandeantrim.gov.uk/PIP


3.0 Assessment of Performance 2018/19

3.1 Performance Improvement Objectives 2018/19


Mid and East Antrim Borough Council identified improvement objectives within the following six areas as the focus of the Performance Improvement Plan for 2018/19:




Strategic effectiveness




Service availability




Efficiency



Fairness



Sustainability



Innovation

The plan was based on the strategic priorities agreed by Council in the previous Corporate Plan 2015-2019, which was approved in May 2015.

Five improvement objectives were identified for the 2018/19 year:

1. Grow the economy and create jobs within Mid and East Antrim Borough.
2. Carrickfergus Townscape Heritage Initiative. Contribute to the sustainability of our local economy and support the communities that live and work in the historic conservation area of Carrickfergus.
3. Improve customer engagement and service delivery by enhancing our use of information technology.

4. Our older people are active, respected and supported in their community.
5. Improve the quality of life and economic prosperity in local villages.

A series of outcomes and indicators were developed to support the monitoring and reporting of performance. These are outlined within Project Initiation Documents (PIDs) for each objective, and are reported quarterly.

Further detail can be found on Council's website at www.midandeantrim.gov.uk/PIP

3.1.1 Year-end Performance Review for 2018/19 Summary

Performance Improvement Plan 2018/19 Outcomes

22 outcomes were defined against the five improvement objectives. 21 of these were due for completion by March 2019. Of the outcomes due for completion, Council achieved the following results:



81% of outcomes were achieved (17 of 21).
19% were delayed but are progressing (4 of 21).

During 2018/19, the percentage of outcomes achieved was 81%, compared to 54% in 2017/18. There were no outcomes flagged as red this year, compared to 5% last year.

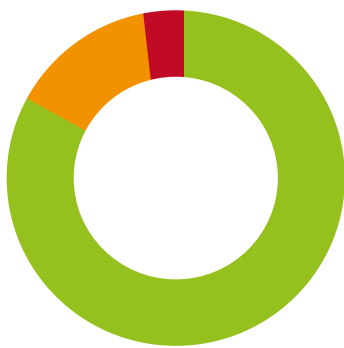
Of the outcomes delayed, three relate to the objective 'Improve the quality of life and economic prosperity in local villages' discussed on page 21. One previous red flag for the

Cullybackey element of this project has progressed to amber following consent to proceed.

The other delayed outcome relates to the restoration of targeted properties in Carrickfergus. The overall target has now reduced to take account of both economic and individual owner circumstances. This is discussed further on page 15.

Performance Improvement Plan 2018/19 Indicators

20 indicators were defined against the five improvement objectives. 18 of these were due for completion by March 2019. Of the indicators due for completion, Council achieved the following results:



78% of indicators were achieved (14 of 18).
17% were delayed but are progressing (3 of 18).
5% were not achieved (1 of 18).




The indicator where the target was not achieved relates to the statutory Planning performance indicator 'The average processing time of major planning applications'. This is discussed in further detail on page 28.

The tables that follow provide more detail on the progress made against each objective during the period April 2018 - March 2019. The outcomes are analysed using R/A/G status updates:

- Green** | On track / completed / progressing as planned
Amber | Progressing but delayed
Red | Not progressing / stopped
Grey | Not due yet




Grow the economy and create jobs within Mid and East Antrim Borough.




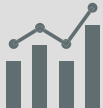

	Our aim	What did we deliver?
 Outcomes	Create jobs and deliver an effective and efficient Planning Service.	
	Deliver the 'Go for It' business start-up programme.	We promoted 124 jobs and created 201 business plans, exceeding the statutory target by 46%.
	Lead the growth of new industry sectors through: <ul style="list-style-type: none">New job creation at Ecos Innovation Centre by March 2022.	86 jobs were created by the end of the year. This was five less than previously reported, due to one tenant relocating to facilitate their expansion. Since then, this has increased to 94 jobs.
	A business model to test for a further expansion of Ecos Innovation Centre in due course.	A Strategic Outline Business Case has been completed for Phase 2 at St. Patrick's Barracks site. This project is included within the £26 million City Deal investment.
	Delivering an effective and efficient Planning Service: <ul style="list-style-type: none">Continual improvement of Council's Planning Service by improving the processing times for planning applications and annually reviewing the Planning Scheme of Delegation.	The Scheme of Delegation was renewed for the new Council term.
 Indicators	85 jobs promoted through the 'Go For It' programme by March 2019.	124 jobs were promoted.
	Increased rental income from the Ecos Innovation Centre to £52,216.	The rental income target was achieved.
	125 Knowledge Economy jobs created within the Ecos Innovation Centre by December 2020.	94 jobs created to date.
	Average processing time of major planning applications of 30 weeks by March 2019.	Due to a number of complicated applications, the target has not been met. At the end the year, the average processing time of major applications was 43.2 weeks.
	Average processing time of local planning applications of 15 weeks by March 2019.	7.8 weeks.
	70% of enforcement cases concluded within 39 weeks of receipt of complaint.	88.2%.
 Who is responsible?	Director of Development.	

Carrickfergus Townscape Heritage Initiative. Contribute to the sustainability of our local economy and support the communities that live and work in the historic conservation area of Carrickfergus.

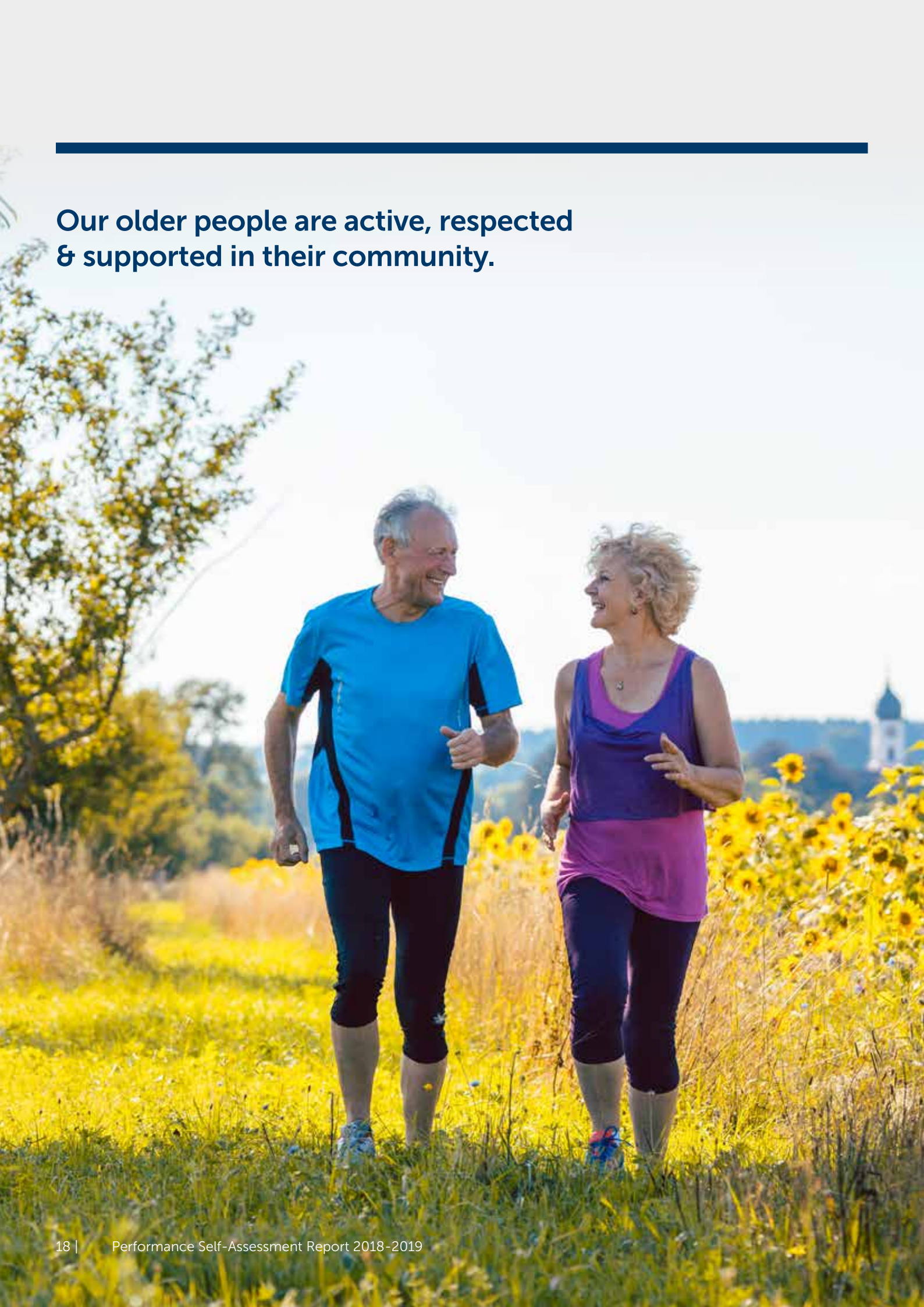





	Our aim	What did we deliver?
 Outcomes	Offer grant assistance to support the structural repair, refurbishment and re-use of up to 30 target properties within the Carrickfergus conservation area.	
	Restoration of 60% of target properties (18) through the offer of grant assistance by March 2019.	<ul style="list-style-type: none"> For the 2019/20 Performance Improvement Plan, the overall restoration target has reduced from 18 properties to 10 by December 2020. Both economic and individual owner circumstances led to fewer grant applications than originally anticipated. More applications are expected by September 2019. The first THI scheme is due for completion in summer 2019, the second in the autumn.
	Local community will have a better understanding of built heritage.	14 events were held to date, with over 1500 attendees. This included university visits, workshops with local schools, guided town tours, an 'All our Yesteryears' Exhibition and THI-led 'See Your Streets Tour' European Heritage Open Day (EHOD). Town models were also produced by the local Men's Shed thanks to funding from the Irish Walled Town Network.
	<p>Increased inward investment and local employment opportunities related both directly and indirectly to heritage and tourism growth.</p> <p>Square footage of floor space for retail, commercial or residential use will be measured at the end of the project (2021).</p>	<ul style="list-style-type: none"> Approximately 6-10 construction jobs are supported for the duration of the first two schemes. One full-time job and one part-time job per tenant is expected for each scheme (two full-time and two part-time presently). An additional 1100 square foot of commercial space is expected at the end of the Kelly's Coal office scheme. This property was previously derelict/vacant.
 Indicators	Four Letters of Offer issued by March 2019.	<ul style="list-style-type: none"> To date, two Letters of Offer have been issued. Four applications are expected by the end of September 2019.
	Five events by March 2019.	14 events.
	100 participants by March 2019.	1567 participants.
	Decrease in town centre vacancy level from 2016/17 (project start date).	This will be confirmed on project completion in March 2021.
	Increase town centre footfall level from summer 2017 baseline.	<ul style="list-style-type: none"> Footfall has fallen 9.5% from summer 2017 to August 2018, compared to an overall increase for Northern Ireland of 0.4%. This is indicative of the structural retail weakness of Carrickfergus. Footfall levels will be confirmed in March 2021.
 Who is responsible?	Director of Development.	

Improve customer engagement & service delivery by enhancing our use of information technology.




	Our aim	What did we deliver?
 Outcomes	Deliver our agreed Digital Transformation Strategy.	
	Waste related transactions available online.	Phase one standard requests online is complete, phase two payments online will go live during 2019/20.
	Vehicle Tracking & Route Optimisation system for Council Fleet.	A Vehicle Tracking and Route Optimisation System has been procured and is in configuration. Savings of £50,000 are expected annually as a result of this system.
	Increased IT Infrastructure System Security, training and awareness.	A training plan is being implemented over 12 months (one course every two months). Online ICT security training has already been rolled out.
	Creation of staff Intranet.	A staff Intranet was launched in January 2019.
	Implementation of a Performance Management System for Council.	A new Performance Management System went live in July 2018. The system is used for tracking our performance and reporting on Council's key plans.
	Implementation of a Risk Management System.	A Risk Management System is now live for Corporate Risks. Work continues for Departmental Risk Registers.
 Indicators	An agreed three-year Digital Transformation Roadmap.	A three-year Digital Transformation Roadmap has been agreed and is currently being implemented.
	Two additional Council services made available online by March 2019.	Two additional services were made available, in Waste and Leisure Services.
 Who is responsible?	Six new digital projects initiated. <ul style="list-style-type: none"> 39 projects were initiated and 22 fully delivered. This includes a Fleet Management Solution, a Waste Helpdesk, a Gigabit Voucher Scheme for businesses, a Geographic Information System (GIS), a Multi Language solution for the Gobbins and digital inspection software for play parks. 	
	Director of Support Services.	

Our older people are active, respected & supported in their community.



	Our aim	What did we deliver?
<div>  <p>Outcomes</p> </div>	Extend the Dementia Friendly programme into the Carrickfergus area of the Borough and expand it into broader, Age Friendly programmes.	
	An agreed partnership vision for communities in which older people age and live well.	<ul style="list-style-type: none"> The vision 'Our older people are active, respected and supported in their community' was agreed in April 2018. "This is me", the Dementia Friendly choir, established in partnership with the Northern Health and Social Care Trust, attracted 20 members for a six-week period, some of whom were from the Carrickfergus area (Greenisland and Whitehead). People with dementia, and their family and friends attended. This built on work which began in Larne in 2017. A Dementia Garden, created in Larne with funding from the Peace IV Programme, helped generate awareness and interest within the Carrickfergus area. This was delivered in partnership with the Alzheimer's Society and the Prom Friendship Group.
	Promotional campaigns for Dementia Friendly Communities.	In addition to event publicity, an Elected Member won the 'United against Dementia: Outstanding Contribution of the Year Award'. She was also shortlisted in the 'Dementia Friendly Community Champion of the Year' category. These achievements were recognised in the local media and by Alzheimer's NI.
	Information and awareness raising training sessions with local businesses in the Carrickfergus area.	<ul style="list-style-type: none"> Training events for local businesses were held in Carrickfergus on 4th July 2018, 18th September 2018 and 3rd February 2019. 136 Council staff members were also trained across the Borough.
<div>  <p>Indicators</p> </div>	Dementia Friendly Training Sessions in the Carrickfergus area.	A community training session was held on 11th February 2019 at Eden Community Centre.
	Six businesses participating in three Dementia Friendly training sessions.	21 businesses received training over three sessions.
	One Dementia Friendly training session for local community groups.	This training session was held on 11th February 2019 at Eden Community Centre, Carrickfergus.
	48 Dementia Friends (average of 12 people in four sessions).	<ul style="list-style-type: none"> 215 Dementia Friends. 79 people were trained at business and community training events. 136 staff members have been trained across the Borough.
	95% of attendees stating that their knowledge of dementia improved as a result of the Dementia Friendly Workshop.	87.8% of attendees stated that their knowledge of dementia had increased. In hindsight, the 95% target set was unrealistically high.
<div>  <p>Who is responsible?</p> </div>	One Dementia Champion	19 Dementia Champions, including an Elected Member and 15 staff members.
	Director of Community.	

Improve the quality of life & economic prosperity in local villages.

	Our aim	What did we deliver?
 Outcomes	Seek Rural Development Programme funding and manage the delivery of infrastructure improvement projects in three local villages.	
	Funding approval from the Rural Development Programme.	<ul style="list-style-type: none"> Council match funding was approved by the Policy and Resources Committee in April 2018 and ratified by Council in May 2018. A Letter of Offer was received from the Department of Agriculture, Environment and Rural Affairs in December 2018 for Ahoghill and Broughshane projects as part of phase one of the Village Renewal Programme.
	Redesigned central area in the Diamond, Ahoghill.	<ul style="list-style-type: none"> Completion of the central feature, a custom-made clock, was delayed. Electrical service connections were also required. This project was completed in July 2019.
	Enhanced children's play area in Broughshane.	<ul style="list-style-type: none"> There was a delay in the arrival of specialist playground equipment. Additional substantial drainage works also had to be undertaken. An item of an existing playground equipment was discovered to be damaged. A replacement was installed and the project completed in July 2019.
 Indicators	£179,625 secured from the Rural Development Programme Village Renewal grant-funding scheme (pre-tender estimates).	£186,681 (for Ahoghill and Broughshane projects).
	100% projects delivered in three villages by March 2019.	Projects delayed but progressing, as detailed above.
 Who is responsible?	Director of Community.	

3.1.2 Review of outstanding actions from 2016/17 and 2017/18 Improvement Objectives

Three improvement objectives were carried forward from 2017/18 into 2018/19.

The table opposite provides an update on previous improvement objectives that were not fully completed in the 2016/17 and 2017/18 financial years. A number of outstanding actions remain, as discussed in the opposite table. The objectives are still being progressed within Council and are nearing completion.

Objective	Outcome	Status
2016/17		
A consistent and fair Leisure Services Pricing Policy which promotes access to leisure services across the Borough.	A Leisure Services Pricing Policy for Council which will be used to cost charges and fees.	<ul style="list-style-type: none"> The Leisure pricing policy went live on 1st April 2019. The Community Centre pricing policy has been operational since May 2019. The standard pricing rate for community centres will be phased in over the next two years.
High level of customer satisfaction based on standards which are well communicated to both service users and staff.	A Customer Service Charter establishing key corporate services standards expected across all services.	<ul style="list-style-type: none"> We launched a Customer Service Charter in June 2017. The Charter outlines the basic commitments expected from all staff for customer service. Telephony and other digital aspects of customer service are being progressed through the Digital Transformation Programme. A project to develop a customer service approach across Council was approved in March 2019.
	Following completion of a scoping exercise, determine appropriate awards that Council may apply for to improve standards.	<ul style="list-style-type: none"> MEA (Larne) was successfully re-accredited to ISO 14001:2015 in April 2018. Due to resource constraints, full accreditation to this ISO standard was not achieved across the whole organisation by April 2019 as anticipated. However, we have worked towards improving environmental awareness across Council.
2017/18		
To achieve a culture of high performance which will support the provision of first-class front-line services, which make a positive impact on the quality of life for all our citizens.	The ACHIEVE Project.	<ul style="list-style-type: none"> Employee Personal Development Planning (PDP) continues to be rolled out with 86% of PDPs completed by the end of March 2019 (592/690). An on-going Service Review within Leisure Services has been a major factor in not achieving this year's 100% target.
		<ul style="list-style-type: none"> Following an Employee Engagement Survey, an action plan was developed and implementation is underway through the Achieve Team, which is made up from staff from across Council.
		<ul style="list-style-type: none"> We launched a staff intranet in January 2019 to support Council's internal communication with staff.

3.2 Statutory Performance Indicators

The Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 sets out statutory performance indicators and standards for Councils. Standards are set for each Council within Northern Ireland. For 2018/19, these were set in the functional areas of Economic Development, Planning and Waste Management.

The information is currently collated by the Department for the Economy, Department for Infrastructure and DAERA (Department for Agriculture, Environment and Rural Affairs) respectively and published on their websites. Once released to Council, this information is published for citizens and other stakeholders to assess Council's performance in these areas.

Mid and East Antrim Borough Council's 2018/19 performance against these indicators is outlined in the tables which follow.

Performance is analysed using R/A/G status

Status		Trend	
	On track and progressing as planned		Performance has improved since the previous year
	Progressing but may be delayed		Performance is similar to the previous year
	Not progressing/ stopped /not achieved		Performance has declined significantly since the previous year

3.2.1 Economic Development

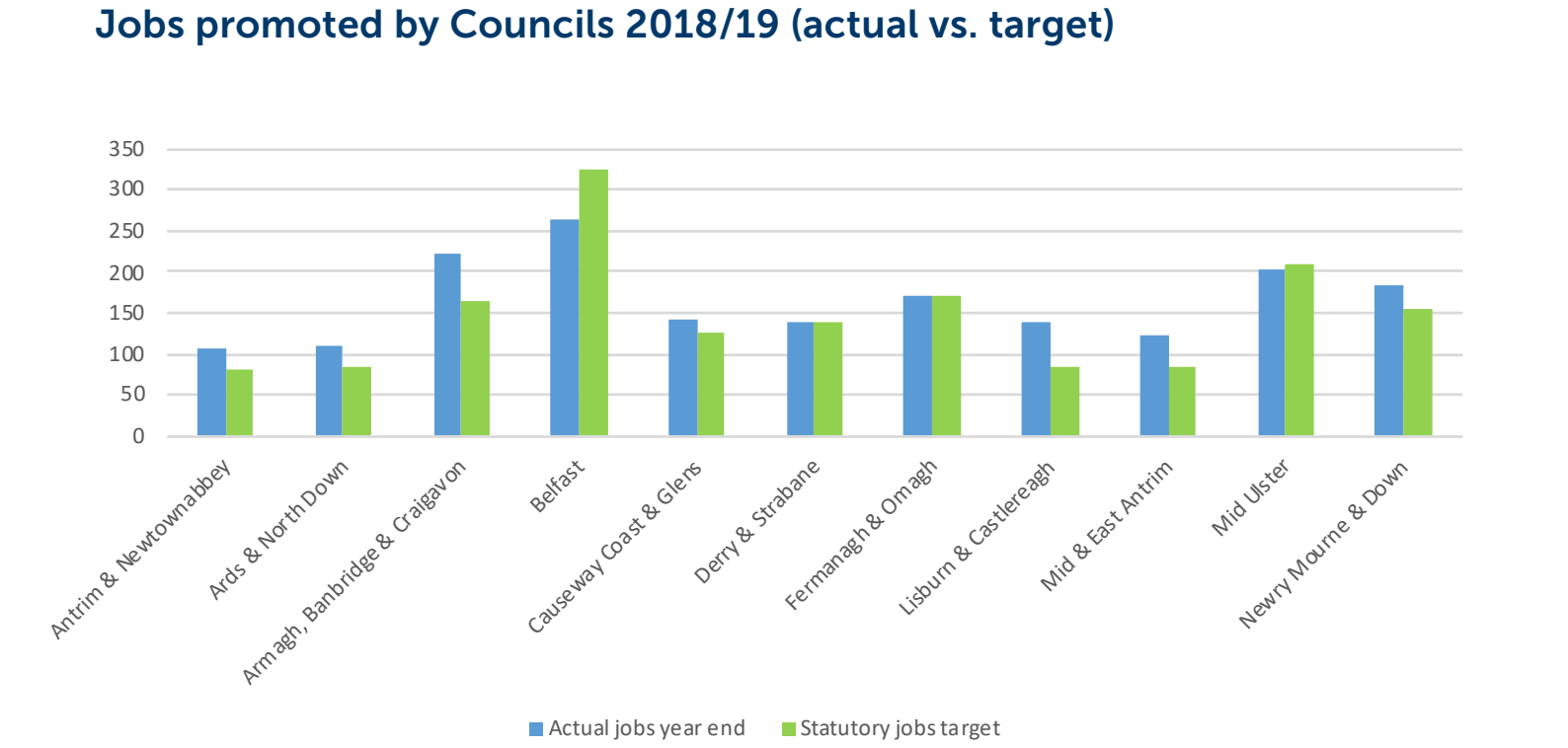
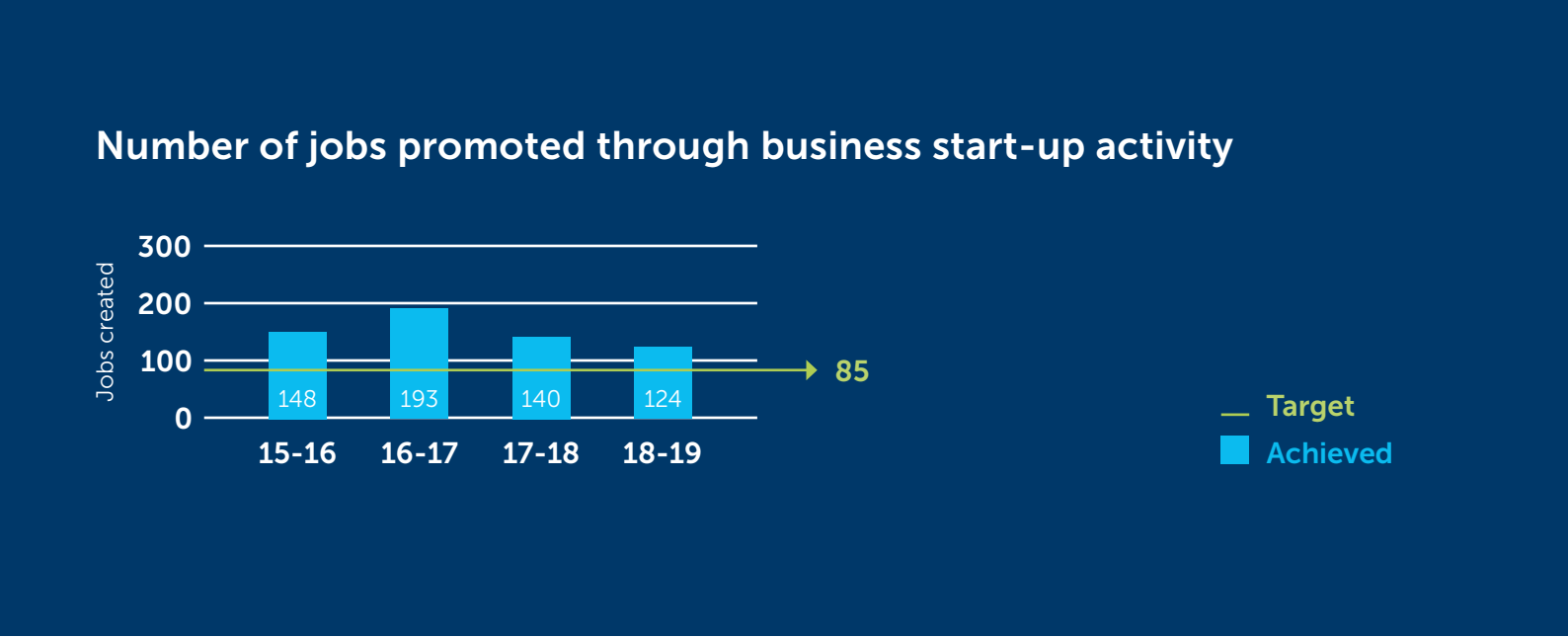
Ref	Statutory Indicator	Standard	2017/18	2018/19				
			Year-end result	Year-end result	Ranking against other councils	% over target	Status	Trend
ED1	The number of jobs promoted through business start-up activity	85	140	124	2	46%		

We have exceeded the Business Start-up job promotion target every year since 2015/16 as outlined in the opposite diagram. This trend has continued into 2018/19 where despite a slightly lower result than last year, we were still almost 50% over target.

Council has consistently been one of the top performers across the region. The chart opposite highlights the year-end performance for the Northern Ireland Business Start Up Programme for each council during the period April 2018 – March 2019.

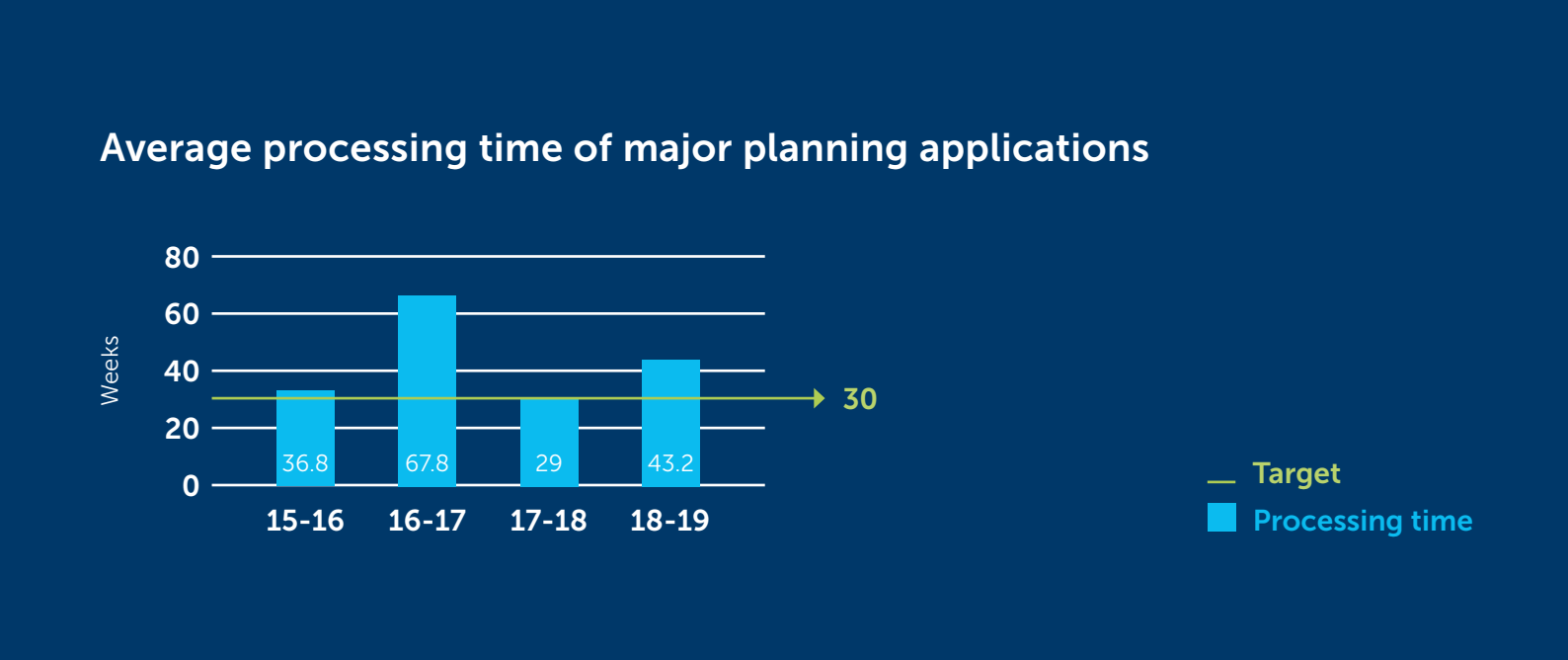
- 201 business plans were completed and 124 jobs promoted against a statutory target of 85 jobs per annum.
- Council is in second position in Northern Ireland, for percentage over-achievement of the jobs target having held first position for the last three years.

A suite of business support programmes has been developed under Amplify, the integrated economic strategy for the borough. The programmes encourage entrepreneurship, provide guidance at the pre-enterprise stage and raise awareness of the support in place through the NI Business Support Programme. Council officers are working very closely with Enterprise NI and local delivery agencies to ensure that job targets and business start numbers continue to grow and exceed the statutory target, building a dynamic small business base in the borough.



3.2.2 Planning

Ref	Statutory Indicator	Standard	2017/18		2018/19			Status	Trend
			Year-end result	NI average	Year-end result	NI average	Ranking against other councils		
P1	The average processing time of major planning applications.	30 weeks	29.0 weeks	50.2 weeks	43.2 weeks	59 weeks	5		↓
P2	The average processing time of local planning applications.	15 weeks	9.6 weeks	15.2 weeks	7.8 weeks	14.8 weeks	1		↑
P3	The percentage of enforcement cases processed within 39 weeks.	70%	86.0%	77%	88.2%	81%	2		↑



P1: The average processing time of major planning applications

The statutory target set for each council for processing major development planning applications is an average of 30 weeks. Only one council met the target in 2015/16. No council met the target in 2016/17 and Mid and East Antrim was the only council to meet the statutory target in 2017/18.

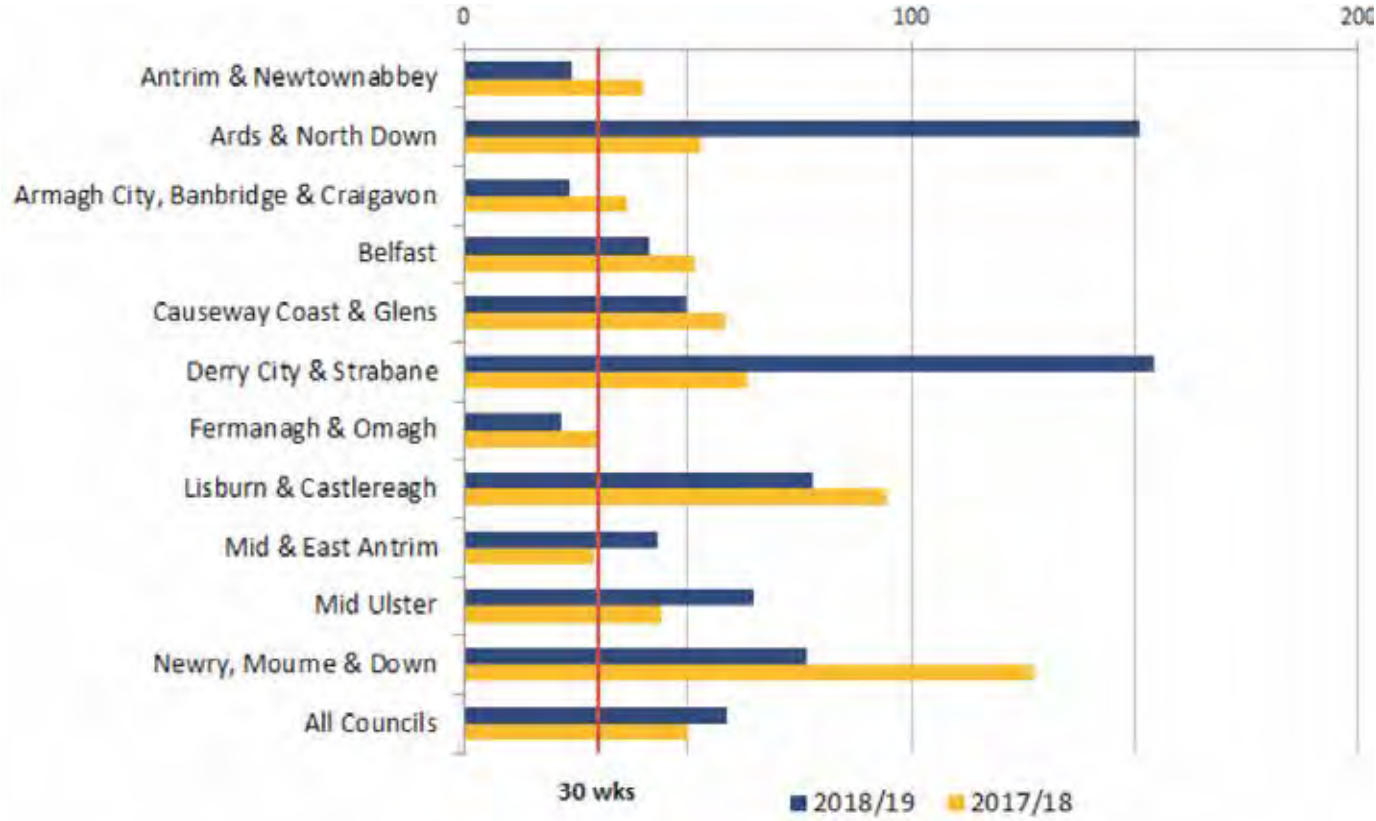
In 2015/16 and 2016/17, a number of legacy issues meant that the target was not achieved. Despite meeting the target in 2017/18, a number of complicated applications received in 2018/19 resulted in an average processing time of 43.2 weeks. For example, three complex applications were approved for the regeneration of St. Patrick’s Barracks, which

impacted processing times. Pre-application discussions are being actively encouraged to reduce the processing time of major applications.

The average processing time for major applications was 59 weeks across all councils in 2018/19; almost double the 30-week target and an increase of almost nine weeks from the previous financial year. Individually, three councils met the 30-week target in 2018/19.

Our comparative performance with other NI Councils is outlined in the chart opposite which is published by The Department for Infrastructure.

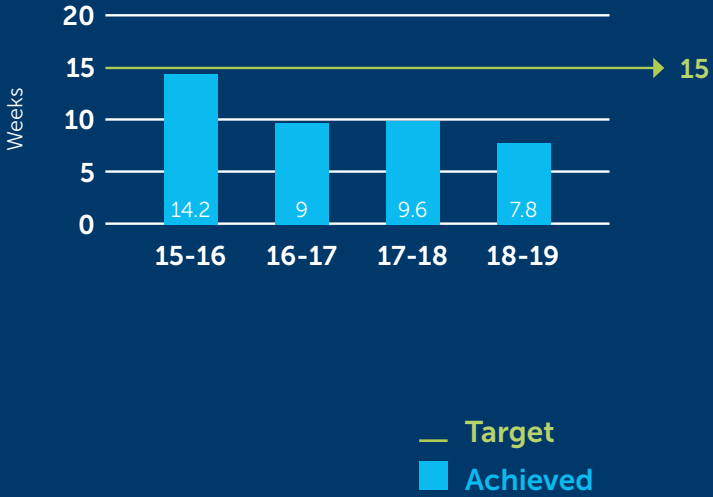
Average processing time of major planning applications by Council



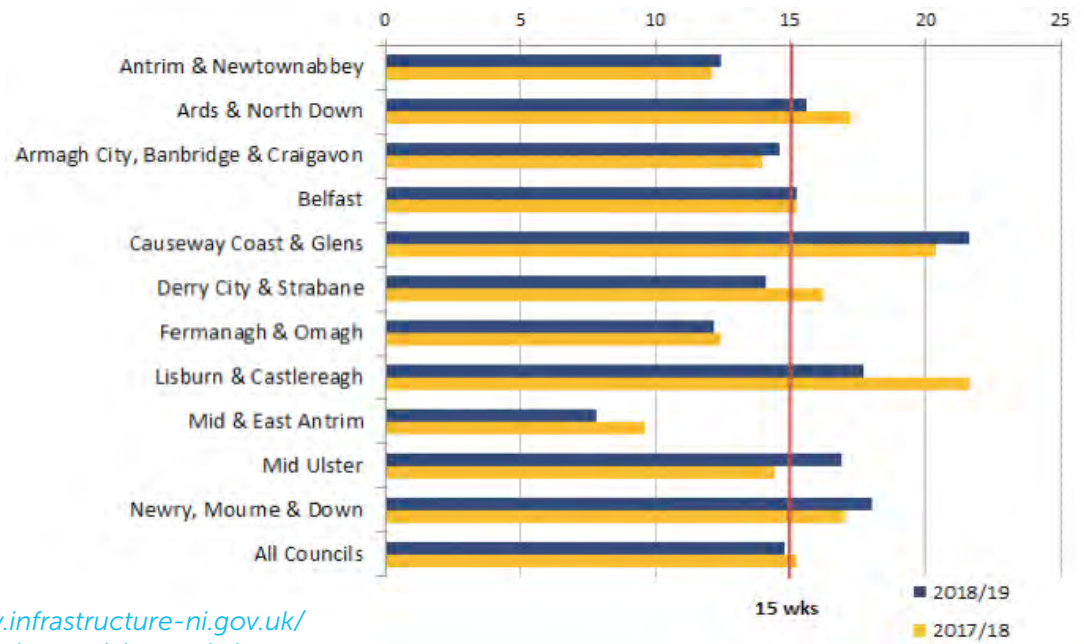
P2: The average processing time of local planning applications

In the past four years, we have out-performed the target set for processing times for local planning applications. Since 2015/16, the average processing time for local applications has reduced from 14.2 weeks to 7.8 weeks.

Mid and East Antrim have consistently been a top performer for this indicator. In 2018/19, five Northern Ireland Councils met the 15-week target as outlined in the opposite chart, published by the Department for Infrastructure.



Average processing time of local planning applications by Council



<https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics>

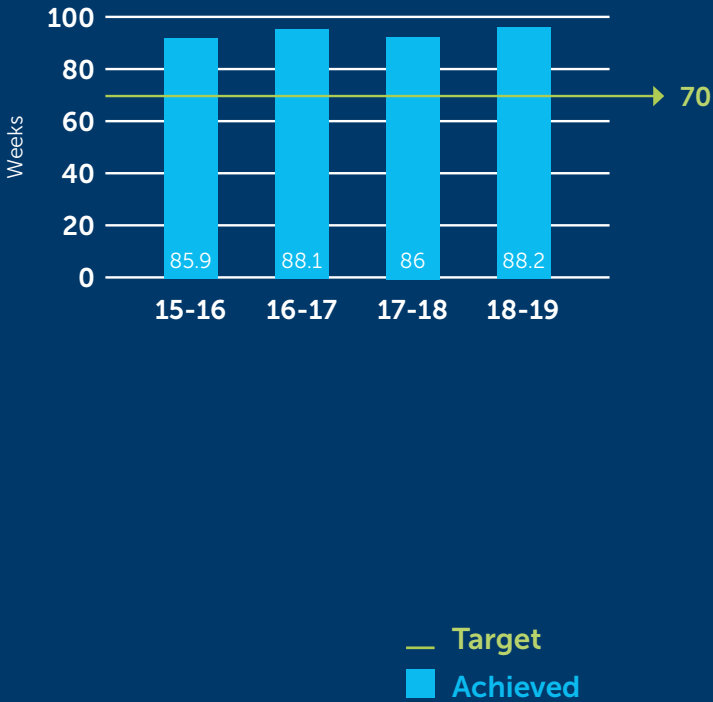
P3: The percentage of enforcement cases processed within 39 weeks

Performance remained above the 70% target in 2018/19 at 88.2%. Performance has been relatively consistent and above target over the four-year period from 2015-2019.

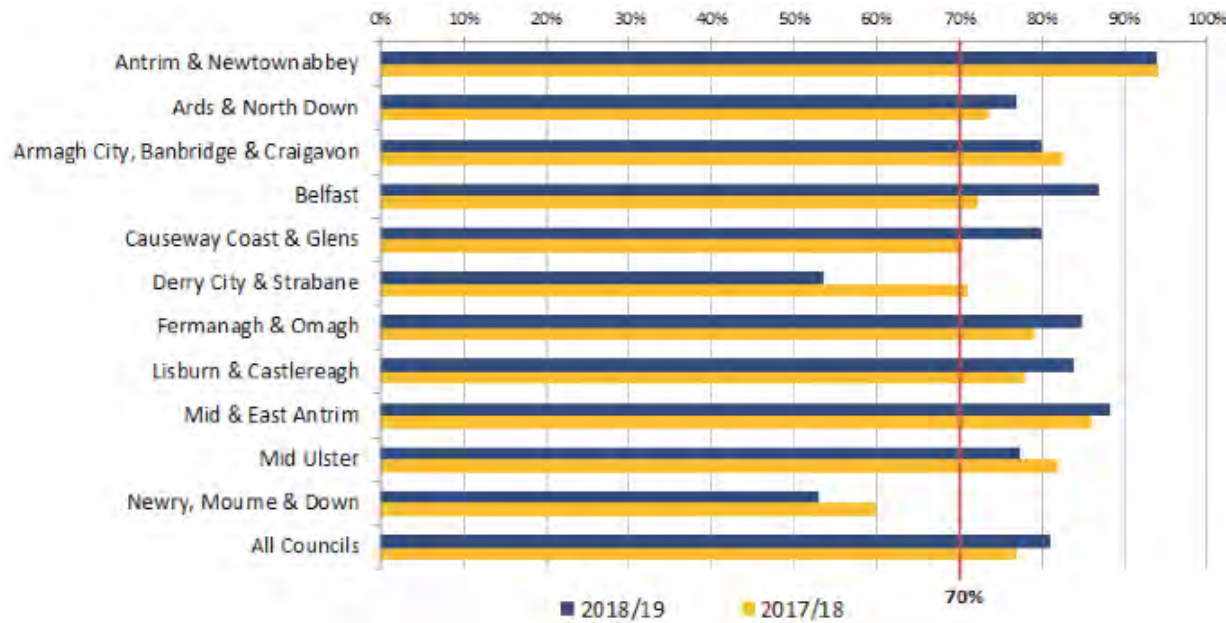
Across NI, four in every five (81%) enforcement cases were concluded within 39 weeks in 2018/19; 11 percentage points higher than the statutory target of 70% and four percentage points higher than the rate for the previous financial year.

Individually, nine of the 11 councils met the target in 2018/19 as outlined in the chart opposite, as published by the Department for Infrastructure.

Again, Mid and East Antrim are one of the top performers across NI.



Percentage enforcement cases concluded within 39 weeks by Council



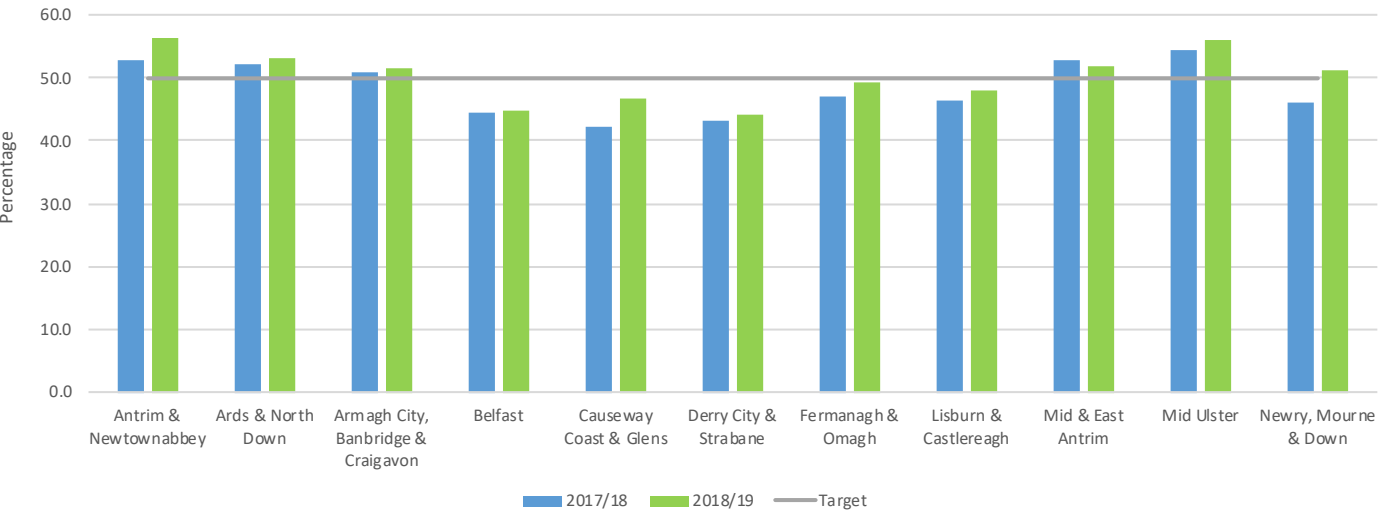
<https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics>

3.2.3 Waste

Ref	Statutory Indicator	Standard	2017/18		2018/19			Trend
			Year-end result	NI average	Year-end result	Ranking against other councils	Status	
W1	The percentage of household waste collected by district councils that is sent for recycling.	50% by 2020	52.8%	48.1%	52.01% *	4		➡
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.	17,451 (2018/19)	14,221 tonnes	N/A	14,448 tonnes*	N/A		➡
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings.	No standard	72,404 tonnes	N/A	73,035 tonnes*	N/A		➡

* The 2018-2019 figures for Waste Service will be audited and publicly released by NIEA (Northern Ireland Environment Agency) on 31/12/2019. The figures contained in the report are provisional and a strong indicator of performance. They are unlikely to change, but cannot be published anywhere in advance of their release by NIEA.

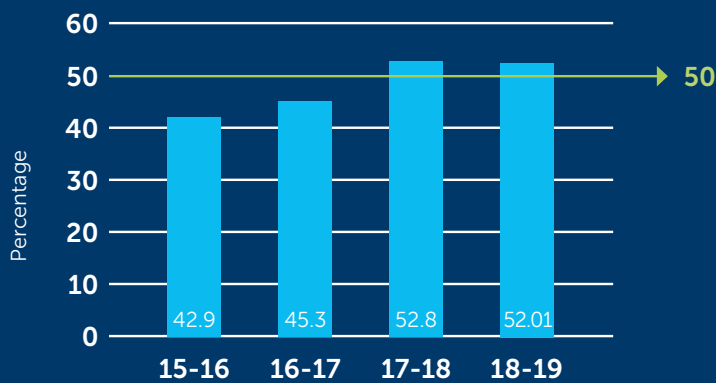
W1: Percentage of household waste prepared for recycling by Council



W1: Percentage of household waste collected by Council that is sent for recycling (including waste prepared for reuse)

The 2018/19 figures for the three indicators for Waste Management are to date not audited and confirmed by the NIEA (Northern Ireland Environment Agency). However, on the basis of the draft year-end figures, Mid and East Antrim Borough Council is placed 4th amongst Councils in Northern Ireland in relation to the percentage of household waste sent for recycling. Council were placed 2nd at the end of 2017/18.

Council’s recycling rate remains similar in 2018/19 following a significant rise in 2017/18 as a result of the new brown bin/ food waste recycling scheme. Further campaigns are planned for 2019/20 concerning the use of Household Recycling Centres and food waste recycling. Council’s Household Recycling Centres recycled 70% of the 20,000 tonnes that went through the sites during 2018/19, which was the target set for the year.

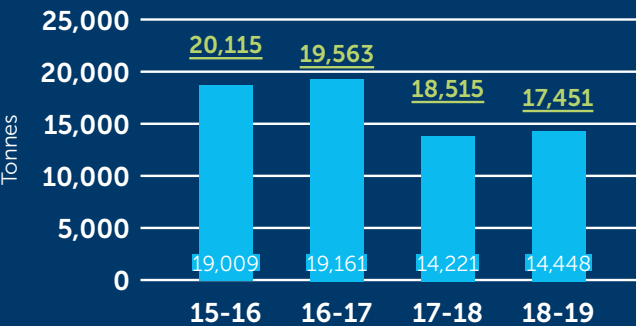


Summary

Customer service within Waste Services has improved as well as householder’s understanding of the environmental and economic benefits of re-use and recycling. Council remains well within target in all the Waste Performance indicators.

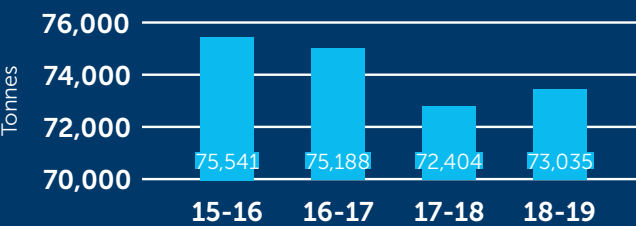
W2: The amount of biodegradable Local Authority Collected Municipal waste that is landfilled (tonnage)

In the tonnage of waste sent to landfill, the Council has, in the last three years, collected less than the allowance set by the Northern Ireland Landfill Allowance’s scheme (NILAS). In 2018/19 Council used 82% of its allocated landfill allowance.



W3: The amount of Local Authority Collected Municipal Waste arisings (tonnage)

Municipal Waste Arisings have not varied significantly from 72,404 in 2017/18 to 73,035 tonnes in 2018/19 (+0.9%).



— Target
■ Achieved

3.3 Self-Imposed Performance Indicators

For the year 2018/19, in addition to the seven statutory indicators, Mid and East Antrim Borough Council measured its performance using a range of self-imposed indicators as discussed below.

3.3.1 Corporate Plan 2015-2019

The Corporate Plan for 2015-2019 set out the strategic priorities and key objectives required in order for Council to achieve its vision of "Working together to create a better future for all". The Plan outlined 5 strategic Priorities, and within those, 25 key objectives for the period 2015-2019. In addition to the 7 statutory performance indicators, 15 self-imposed performance indicators were introduced from April 2017 to monitor progress towards achieving the objectives.

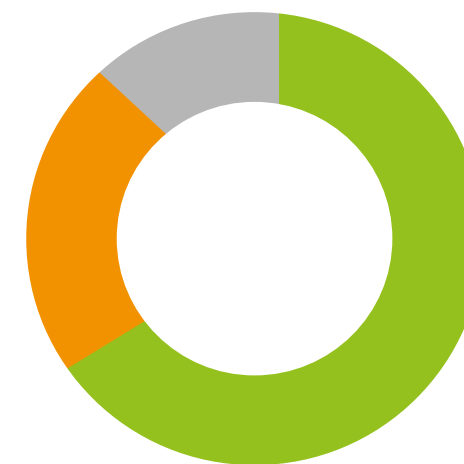
A final performance delivery report on progress made towards achieving the objectives for the four-year period was brought to Council in July 2019.

This can be viewed on our website: www.midandeantrim.gov.uk/corporateplan

The Corporate Plan 2015-2019 final progress report illustrated that a wide range of actions were completed to enable delivery of the strategic priorities and key objectives. Significant additional monies were secured by Council to deliver the Plan. For example, additional funding was secured to deliver capital works programmes for Public Realm Schemes, Rural Development and Village Renewal Programmes, and the Belfast Region City Deal which has secured an £80m investment for Mid and East Antrim.

Additional monies were also secured for revenue funded programmes in areas such as Sports Development, Greenways projects, Waste Recycling programmes, conservation projects and support for small businesses in the Borough. Performance during 2018/19 can be summarised as follows.

3.3.2 Self-imposed performance indicators 2018/19



Of the 15 self-imposed performance indicators: **10** (67%) indicators showed performance was on track and progressing as planned;

3 (20%) indicators showed that performance was either similar to the previous year or has not progressed as expected;

2 (13%) indicators did not have data available at the time of reporting.

The 3 performance indicators showing amber relate to:

1. the 'childhood obesity rate of P1 pupils' where performance has remained the same between the two most recent data sets. This indicator will continue to be monitored under the Community Plan.
2. the 'gap in life expectancy between the most deprived areas in the Borough and the Borough as a whole' where performance improved in the female category and declined in the male category. This indicator will continue to be monitored under the new Corporate Plan for 2019-23.
3. the 'Grant Support Scheme: % of the funding awarded drawn down by applicants' where achievement was 85.5% against a target of 87%. Performance was close to target and will be monitored under the new Corporate Plan.

The tables that follow illustrate some of the key actions that have been progressed, as well as progress towards achieving the Corporate Performance Indicators. The achievements do not cover everything that the Council has delivered, rather a selection of the significant actions.

Strategic Priority 1: Grow the Economy

Key Objectives	
<ul style="list-style-type: none"> Attract jobs & investment to the Mid and East Antrim area through an innovative and dynamic approach to economic development and regeneration. Build strong and effective integrated partnerships to address issues of identified economic need. Use our planning responsibilities to maximise impact on economic development. Maximise investment through effective lobbying of central government and private investors. Identify and secure funding from European Union and other sources, to deliver sustainable economic development and regeneration projects. 	
Key Achievements	Status
<ul style="list-style-type: none"> Amplify, Council’s new Integrated Economic Strategy aims to deliver an ambitious economic vision for the Borough for 2018-2030. Since the launch, Council has engaged with and supported 429 local entrepreneurs. 385 jobs have already been created as a result of Amplify initiatives. An £80m ‘City Deal’ investment has been secured for Mid and East Antrim. This includes proposals to extend The Gobbins cliff path, regenerate Carrickfergus and create an integrated, industrial, inspiration and innovation centre, i4C, at the St Patrick’s Barracks site in Ballymena. 605 jobs have been created as a result of the Business Start-up ‘Go for It’ Programme since April 2015. 124 jobs were created in 2018/19. Council has consistently been one of the top performers across the region. A successful expression of interest has been made to locate a Heathrow Expansion Logistics Hub at the Michelin site to benefit from a potential 5,000 jobs for Northern Ireland. Council secured a partnership with Catalyst Inc. for an Innovation Hub at the ECOS centre. Refurbishment is complete and 19,924 ft² of lettable space has been created. Creation of 125 high-tech jobs is expected by 2022, with 94 jobs already created. Mid and East Antrim has been one of the top performers in the Planning Service in respect of planning application processing. Almost 3,500 planning decisions have been taken over the life of the Corporate Plan since 1st April 2015. A timetable has been agreed for developing the Local Development Plan for the Borough. Public consultation has been completed on the Preferred Options Paper and the next stage is progressing according to the timetable. 	

Performance Indicators

Self-imposed indicator	Target	Baseline 2016/17	2017/18	2018/19	RAG Status	Explanatory Notes
Number of Integrated Partnerships with third party organisations to deliver economic benefit to the Mid & East Antrim area	4 key partnerships	-	4	4		Partnerships established - Mid & East Antrim Manufacturing Taskforce, Belfast Region City Deal, St Patrick’s Barracks, and Glenarm Regeneration Plan Steering Group.

The following R/A/G status was used to analyse progress with the Corporate Objectives and Corporate Indicators.

	On track and progressing as planned
	Progressing but may be delayed
	Not progressing / stopped / not achieved
	Target not yet defined / data not yet available

Strategic Priority 2: Developing our Tourism Potential

Key Objectives	
<ul style="list-style-type: none"> Build our brand and make Mid and East Antrim Borough a “go to” destination. Work in partnership with Tourism NI to shape a Regional Tourism Strategy reflective of our area’s tourism objectives. Make it easy for the visitor to get to and around the Mid and East Antrim area through improved access, transport links and signage. Actively involve our local businesses and communities in developing and delivering tourism products. Safeguard our tourism assets including the natural and built environment. 	
Key Achievements	Status
<ul style="list-style-type: none"> A new tourism brand for the borough ‘Shaped by Sea and Stone’ was launched in 2019. The branding includes a bespoke website, brochure and social media platform. Branded videos generated 500,000 views on YouTube in a two-month period. The Gobbins coastal attraction opened in 2015 and has proved to be a huge success. The attraction achieved almost 56,000 visitors by the end of the 2018/19 season. The Gobbins is rated as ‘Excellent’ on TripAdvisor with a 4.5-star rating. Over 50% of visitors to the Gobbins are international. A multi-lingual audio guide has been installed to welcome international visitors. This system includes tour guide hardware, audio guide handsets for foreign language visitors, foreign language audio guide platform and audio content in English, Spanish and French. The attraction has secured a further £12million for additional development through City Deal. Investment of £1m was secured for the roof of Carrickfergus Castle to secure its integrity. The Castle was entered into the Tourism NI Visitor Attraction Grading Scheme for the first time in 2018/19 and achieved a 4-star grade. Bespoke training programmes were delivered to over 500 business partners in 2017 and 2018. 2018 Mid and East Antrim hotel occupancy rate was 74% which equals Belfast’s figure. In the same period, bed spaces rose by 10% and 24% in the hotel and B&B sectors. A Borough-wide tourism and travel trade industry database has been developed which will increase the availability of tourism data and allow Council to monitor and plan for tourism growth. International and domestic marketing campaigns were agreed and delivered in 2018 and 2019. Staff attended consumer and trade shows in the UK, Republic of Ireland, Europe, US and Canada to promote the new brand and itineraries. 	

Performance Indicators

Self-imposed indicator	Target	Baseline 2016/17	2017/18	2018/19	RAG Status	Explanatory Notes
The number of overnight visitor trips	To increase the number of visitor trips.	301,768 (2016)	255,803 (2017)	Reported Annually – figures not yet available.		As reported to Council in December 2018, NISRA confirms these figures should not be used on a year on year comparison basis and should be used as a trend analysis with other more local figures. Council noted this in a report to August 2018 Economic Growth and Development Committee. NISRA is looking at ways to improve reporting at Local District Authority level.
Number of business-led clusters developed	2 business clusters established around key tourism assets	N/A	3	3		3 clusters established to support the Glens, the Gobbins and Ballymena areas.

Strategic Priority 3: Building stronger, safe and healthy communities

Key Objectives	
<ul style="list-style-type: none"> Through the Community Plan ensure greater integration of public services at a local level driven through partnership, collaboration and effective local working. Improve and support the health and wellbeing of our people and communities through our services. Protect and enhance an attractive, safe and sustainable environment. Increase the capability and confidence of the community sector to become more self-sustainable. Promote equality of opportunity, good relations and social inclusion to support a better quality of life for all. 	
Key Achievements	Status
<ul style="list-style-type: none"> A new booking system for customers has been installed in leisure centres. A Customer Satisfaction Survey carried out in 2018 reported a 73% overall satisfaction rating across our centres. A highly successful Green Dog Walkers Scheme was launched with the aim of reducing dog fouling. Some 500 people have signed up to the Scheme and pledged to clean up after their pets and encourage other owners to do the same by giving them waste bags. PEACE IV funded a programme called 'Your Place Our Space' which has delivered 'Sofa to Saddle', a range of community capacity building courses in Carrickfergus, canoeing and bushcraft skills programmes, a Dementia Friendly Garden in Larne, and three 'Big Weekends' including the Ballygally Beach Bonanza, Party in the Park (The People's Park) and Street Velodrome (Broughshane Street Car Park). Council has been involved in 69 Community Clean-ups since March 2018. 1,700 people have volunteered and 1,850 bags of rubbish have been collected. Village Renewal - rejuvenation work to the value of over £1.2 million is being carried out in 17 villages across Mid and East Antrim. The Programme is funded by Council and DAERA with support from the European Agricultural Fund for Rural Development. Council promoted the Dementia Friendly Programme to ensure that our older people are active, respected and supported in their community. Training was provided to businesses, communities and over 100 staff. 	

Performance Indicators

Self-imposed indicator	Target	Baseline 2016/17	2017/18 (or in year stated)	2018/19 (or in year stated)	RAG Status	Explanatory Notes
Childhood obesity rate of P1 pupils. *1	-	4.9% in 2012/13 - 14/15 for P1 pupils	5.2% in 2013/14-2015/16 for P1 pupils	5.2% in 2014/15-2016/17 for P1 pupils		These indicators are Community Plan related and are longer term in nature. There are therefore no targets set within the Corporate Plan.
The proportion of the over 65 population reporting they are in good health	-	In 2011, 49.7% of people stated their general health was either good or very good (Census 2011)	Reported every 10 years.	Reported every 10 years.		
Gap in life expectancy between the most deprived areas in the Borough and the Borough as a whole. *1	-	3.3 years for males in 2012-14 and 3.2 years for females in 2012-14	4.0 years for males 3.8 years for females in 2014-16.	4.4 years for males and 3.3 years for females in 2015-17.		
Number of parks and green spaces awarded Green Flag status.	8	In 2016, 7 parks and green spaces were awarded Green Flag status (KNIB)	8	8		Eight Green Flags were awarded covering 10 parks and open spaces across the Borough.
Grant Support Scheme: % of the funding awarded in Grant claims to be drawn down by applicants. *2	87% to be drawn down by March 2019	82% of awarded funding drawn down during 2015/16	86.4%	85.5%		This is a 12 month rolling target. The target was revised to 87% for the 2018/19 financial year to reflect a more realistic target. There has been a minor decrease in grant funding drawn down since last year.
The percentage of people who feel a sense of belonging to their neighbourhood. *3	-	86.1% felt a sense of belonging to their neighbourhood in 3 year average 2013 - 2015	86.3% 2014-2016	89.2% (2015-17)		This indicator is Community Plan related and longer term in nature. Most recent data shows an improvement trend.
The number of hate crime incidents recorded*4	143 incidents in 2015/16	160 incidents reported 2016/17	156 incidents reported 2017/18	Data not yet available for 2018/19		Most recent data shows similar performance.

*1 Data from NI Health and Social Inequalities Monitoring System, Department of Health.

*2 Indicator amended to a 12 month rolling target.

*3 Northern Ireland Life and Times Survey (ARK).

*4 PSNI data.

Strategic Priority 4: Delivering Excellent Services

Key Objectives	
<ul style="list-style-type: none"> Establish measurable service standards which will demonstrate our commitment to the provision of high quality, effective yet value-for-money services. Listen and learn from our customers to identify service priorities. Embed effective governance arrangements which support open and transparent decision-making. Develop a joined-up approach to service delivery across the organisation where the provision of excellent service is the responsibility of all. Work with other service providers to design and deliver services which can be delivered in partnership and avoid duplication of public resources. 	
Key Achievements	Status
<ul style="list-style-type: none"> In October 2018, Council ran a Resident's satisfaction survey to gauge customer satisfaction and to identify areas of focus for the new Corporate Plan. 88% of residents said that they were satisfied with Council and 82% said that Council makes the borough a good place to live. The results were used to inform the development of the new Corporate Plan. Diamond Jubilee Wood in Whitehead was officially declared a Local Nature Reserve in October 2018, bringing the Borough's total to 6. We have continued to develop our social media presence. At the end of March 2019, Council had almost 14,000 Facebook followers and almost 400,000 people visited our website during 2018/19. Council's Waste Service now operates a central customer service hub for all requests & enquiries relating to recycling, refuse, street cleansing & public conveniences across the Borough. Council continues to win a range of awards including 3 Seaside Awards, a five Gold anchor award for Carrickfergus Marina, and an Excellence in Tourism award for Glenarm Marina. Mid and East Antrim won 10 awards at the Translink Ulster in Bloom awards in 2018. Council's Waste Services Team won recognition at the NILGA and APSE annual service awards. Waveney Road Household Recycling Centre won the 'Safety in Waste' award at the 2018 Sustainable Ireland awards. The Sullatober 'Household Recycling Centre won Household Waste Recycling Centre of the year' at the same awards. Council was awarded Platinum status from the NI Environmental benchmarking survey. The survey is regarded as a positive influencer that helps organisations achieve more sustainable ways of operating. 	

Performance Indicators

Self-imposed indicator	Target	Baseline 2016/17	2017/18	2018/19	RAG Status	Explanatory Notes
% of formal complaints responded to, in line with MEA complaints policy, to ensure concerns are dealt with promptly	70% of complaints responded to within the timescales specified in the policy	53%	50%	81.5%		<p>Target was revised down from 100% to 70% in the 2018/19 financial year to reflect a more realistic target.</p> <p>Council adopted a proactive approach to complaints resolution in 2018/19 working closely with Departments to draft comprehensive responses to complainants.</p>

Strategic Priority 5: Developing a high performing Council

Key Objectives	
<ul style="list-style-type: none"> To be recognised as a leading council in all areas of service provision, both regionally and nationally. Invest in the people who deliver services through enhanced workforce development and effective leadership. Establish performance management systems which will track performance and support the reporting of the Performance Improvement Plan and statutory performance indicators. Undertake baseline studies which will benchmark the Council's current performance levels and will inform future targets and measures. Maintain the financial health of the Council with robust mechanisms to support the effective and efficient use of resources. 	
Key Achievements	Status
<ul style="list-style-type: none"> Council participated in the APSE NI Benchmarking Project and supplied data from a range of service areas for the 2017/18 year. Environmental improvement - Larne was recertified to ISO 14001:2015 in 2018. The certification will be widened across Council during 2019. Council reduced fuel consumption between 2017/18 and 2018/19 by 6% by purchasing electric vehicles, driver training on efficiency, and route improvements. Council has introduced a new electronic management system to monitor and report on performance and risk management. Our Parks and Open Spaces team was a finalist at the Association of Public Sector Excellence Awards in the 'Best Service Team: Parks, Grounds and Horticultural Service' category. Following extensive consultation, a new Corporate Plan has been developed to guide our service delivery from 2019-2023. In 2018, Council agreed a Transformation Programme which focuses on three strands: Service Reviews; Digital Transformation; and the Business Improvement and Efficiency Strategy. A roadmap of digital transformation projects has been agreed and 22 digital projects were fully delivered in 2018/19 including a Fleet Management Solution, a Geographic Information System and digital inspection software for play parks. Council has developed a new treasury management strategy which has saved £70,000 in the last four years through efficiencies gained in capital financing costs. Healthy audit reports have been received year on year for Finance and Performance audits. Leisure and Parks ran satisfaction surveys which were facilitated by APSE. Scores were 73% for leisure and 67% for Parks. The results are being used to identify improvements. Personal Development Plans (PDPs) were rolled out in 2018/19. 86% of staff had PDPs completed by the end of March 2019. 	

Performance Indicators

Self-imposed indicator	Target	Baseline 2016/17	2017/18	2018/19	RAG Status	Explanatory Notes
Absenteeism levels	15 days (2018/19)	18.32 days	17.08 days	14.05 days		An Absence Reduction Project Team was established to focus on improving attendance and agreed a number of key actions. These included the introduction of a new Attendance Policy applicable to all staff and a Management Self Service facility to report and access absence information quickly.
Health & Safety Accidents	5% decrease on accidents from 16/17 - 54 target	57	56	36		A significant training programme was put in place to train relevant staff in bin-lift operations, banksman training, working at height etc. as well as all staff in manual handling.
% of invoices paid within 30 working days	80% of invoices paid within 30 working days	88.1%	84.1%	82.8%		Council is making a concerted effort to pay within 10 working days and this has improved by 10.87% since 2017/18 (44.97% v 34.10%); however, there were many long overdue / disputed invoices on the system from previous years which were either cleared or resolved in 2018/19 which led to a reduction within the 30 days' target of 1.3%.
General (District) Fund Balance of Council within required range	5 – 7.5% of net operating expenditure	7.1%	7.5%	Final figure is not yet available.		A figure will be available once the financial accounts are audited. It is forecast to be within target range.

3.3.3 Performance Improvement Plan

Within the Performance Improvement Plan for 2018/19, specific performance indicators are defined against each of the five improvement objectives.

These are outlined within the Project Initiation Documents for each objective. Progress has been made against the objectives and relevant indicators, as outlined in section 3 of this report.

3.3.4 Business Plans

During 2018/19, self-imposed performance indicators were defined within Directorate and Department Business Plans across each service area and used to drive continuous improvement in all areas.

Each Directorate Business Plan was approved by the Chief Executive and scrutinised by the Audit & Scrutiny Committee during the year. Department Business Plans were approved by the relevant Director.

On an ongoing basis, progress against outcomes and self-imposed indicators defined within business plans occurs at least every six months using R/A/G status updates in order to provide clarity. For 2018/19, significant progress was made in all areas with delivery of business plan

outcomes and performance indicators. As outlined in section 2, a Performance Management Framework was introduced during 2017. Within this framework, a business planning process was developed for 2018/19 that outlined a business planning template. This was used for Directorate and Departmental business planning (see Figure 1 below).

Within the business planning template, Key Performance Indicators (KPIs) were defined against outcomes at every level of business planning.

Corporate Objective					
Outcome	Action	Indicators	Targets	Lead Officer	Progress narrative Status: R A G

Figure 1: Business Planning Template 2018/19

This template ensured that business planning was linked directly to the five strategic priorities contained within Council’s Corporate Plan for 2015-2019. This ensured a consistent approach to strategic planning across the organisation and ultimately to delivery of the Corporate Plan.

The Performance Management Framework enables the cascade of strategic priorities to employee individual work objectives. The Personal Development Planning (PDP) element of the framework was rolled out to 86% of all employees by March 2019 and is being further implemented during 2019/20.

3.3.5 Performance Management System

An internal audit carried out during 2017 noted that not all business plans were fully completed with clearly defined performance indicators.

During 2018/19 this had improved from previous years. A new electronic Performance Management System was introduced from 1 April 2019. This ensures that all business plans are contained within a centralised system and outcomes are required to have defined performance indicators that are more clearly monitored for progress throughout the year.



3.4 Benchmarking

During 2018/19, Council conducted a wide range of benchmarking activity, with other local Councils and relevant external bodies used as comparators. This activity is summarised within Appendix four.

The following sections provide further details on a sample of performance indicators that were benchmarked during the year.

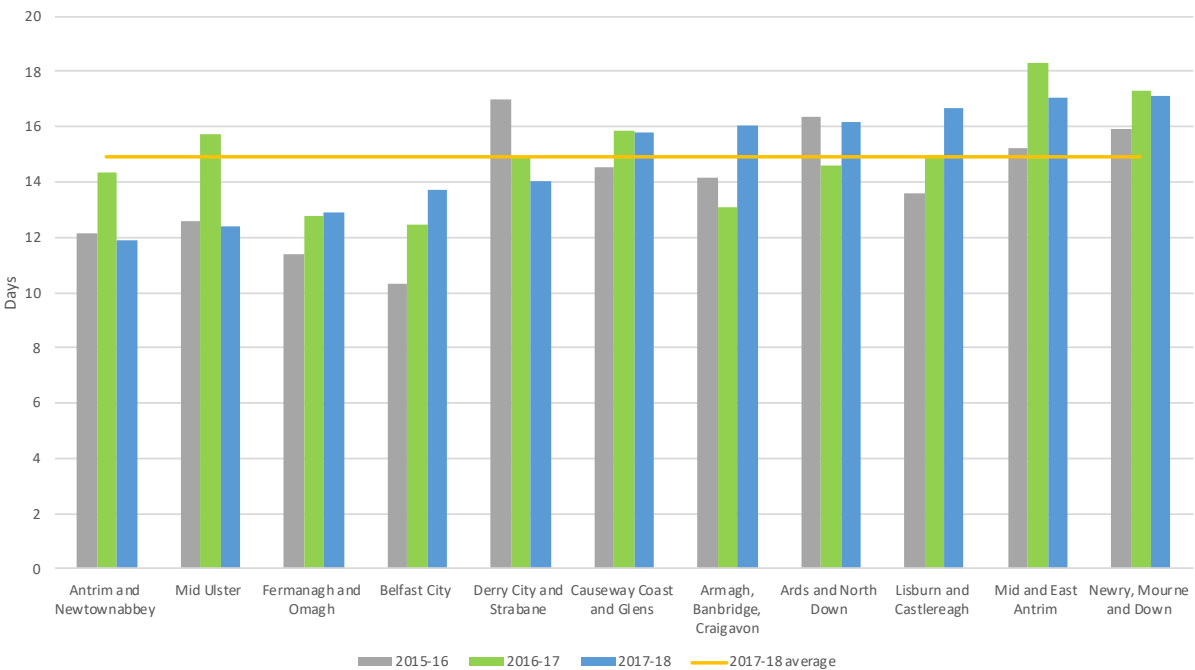
3.4.1 External

Absenteeism

Mid and East Antrim’s absenteeism rate fell between 2016/17 and 2017/18. However, the rate remained the highest in Northern Ireland in 2017/18.

As discussed in section 3.3.2, a range of actions were implemented during 2018/19 resulting in a reduction in absenteeism from an average of 17.08 days during 2017/18 to 14.05 days in 2018/19. A further reduction is planned for 2019/20.

Absenteeism benchmarking



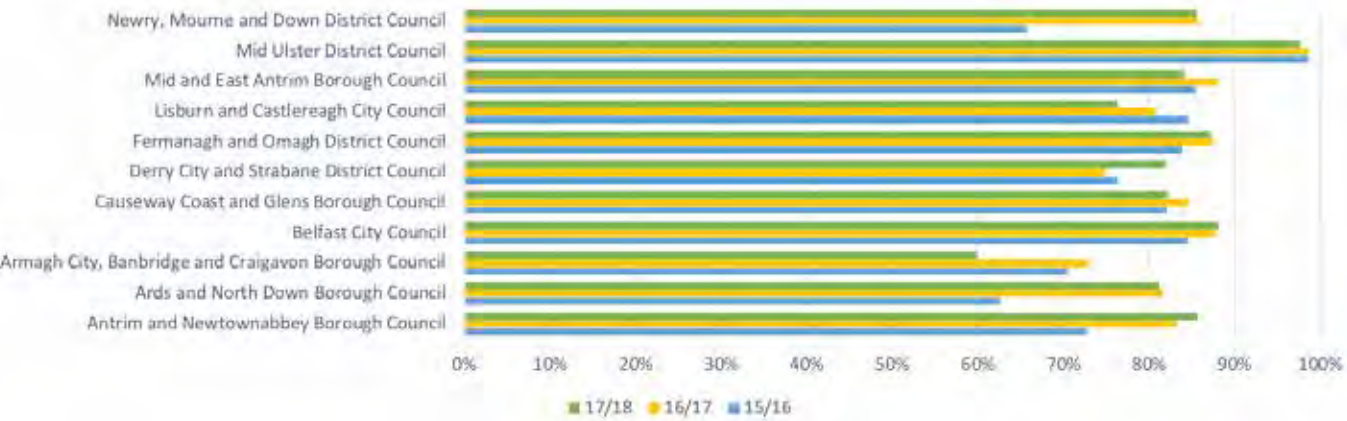
Source: Unaudited data from NIAO Annual Audit Letters

Prompt payments

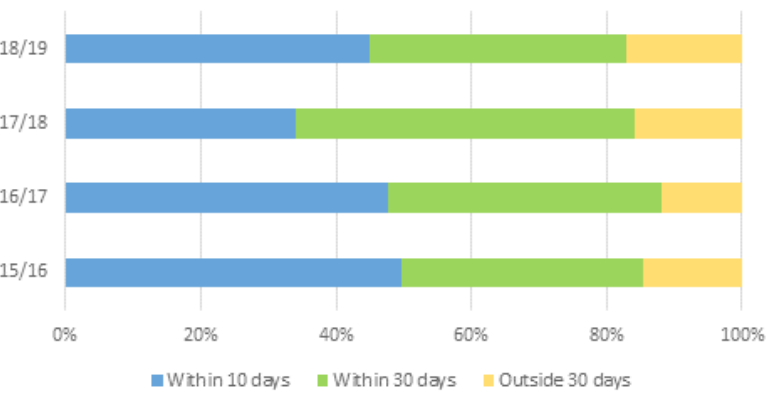
In order to process payments as quickly as possible, in line with the guidance provided by Department for Communities, Council implemented an Electronic Purchase Ordering system in late 2017. At that stage Council was paying 32% of all invoices within 10 working days and 83% within 30 calendar days. Since then we have improved performance to 45% of all invoices within

10 working days and maintained the 30 day percentage. Since April 2019 Council has also implemented an alert system which provides notifications when an order requires action. With this new addition and the experience gained from using the system, we expect to achieve the target of 50% of invoices paid within 10 working days within 2019/2020 (Q1 47%).

Percentage of payments within 30 days across the last three years



Mid and East Antrim Borough Council - year on year tracking of prompt payments



Source: Unaudited data from Department for Communities quarterly publications

Association for Public Service Excellence (APSE)

Mid and East Antrim Borough Council has signed up with APSE on the ‘NI Benchmarking Project’, alongside a number of other Northern Ireland Councils.

Benchmarking supports the development of a culture of continuous improvement, allowing us to compare our performance with other councils within Northern Ireland and throughout the UK. Data collection templates have been developed for eleven service areas.

In the first year, 2015/16, Council contributed data from five service areas, increasing to eight in 2016/17 and then ten in 2017/18. Council contributed information from the following 11 service areas, for the period 2018/19:

- **Arts and Heritage**
- **Building Control**
- **Cemetery and Crematorium Services**
- **Community Development**
- **Corporate Services (OD/HR, ICT, Registration Services, Training & Learning, Finance & Financial Services, legal Services, Democratic Services, Cost of Services)**
- **Economic Development**
- **Environmental Health**
- **Leisure Services (facility specific)**
- **Parks, Open Spaces and Horticultural Services**
- **Planning**
- **Waste**

The data provided for 2018/19 will, as in previous years, be validated by APSE in accordance with their parameters. The initial APSE report is expected to be available from September 2019. However, it is recommended that data is used with caution, particularly as some indicators have been changed from previous years, reducing the opportunity for trend analysis.

The APSE NI Benchmarking Project is now in its fourth year, however there have been several amendments to the agreed indicators over that time. As the project develops and the indicators stabilise, the data will become more useful for both year-on-year trend analysis and benchmarking against other councils.

To date, detailed analysis has included comparisons between figures submitted for the Borough in 2017/18 and the NI average and also identified any improvement or deterioration since 2016/17 (where data was available).

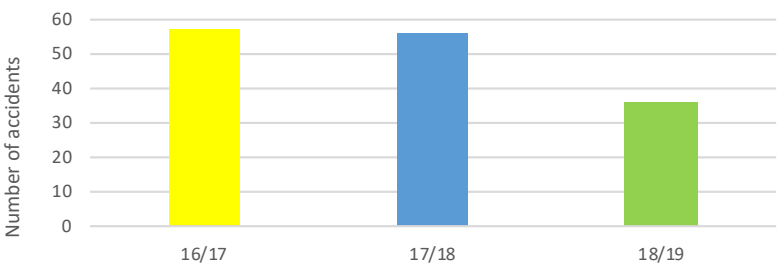
- For the purposes of this analysis,
- 66 indicators were considered and in 62% of these Council performed better than the NI average in 2017/18;
 - in 14% Council performed worse than NI average in 2017/18 but there had been an improvement since 2016/17; and
 - in 24% Council performed worse than NI average in 2017/18 and either had worsened since 2016/17 or no data was available in 2016/17.

In particular, some service areas saw improvement across a number of their performance indicators such as Corporate Services with an improvement in the ‘number of visits to corporate website’, ‘number of social media notifications to public / stakeholder users via corporate social media’ and ‘net cost of council service per head of population’.

3.4.2 Benchmarking (Internal)

As well as benchmarking with external bodies, Mid and East Antrim Borough Council also carry out internal benchmarking with year-on-year comparisons. As discussed in section three, year-on-year comparisons are carried out for the Corporate Plan indicators. Further comparisons are conducted by the Council departments relevant to their service delivery and used to inform improvements. For example, the number of health and safety accidents are monitored regularly as discussed in section 3.3.2. Appendix four outlines a wide range internal benchmarking activity.

Health and Safety accidents



3.4.3 Best Practice Research

In addition to participation in the APSE Northern Ireland Benchmarking Project, Council officers across a range of service areas, alongside Elected Members, undertook a range of visits to look at best practice in other Councils areas.

- These included:
- Periodic meetings by the Communications Team with the NI Public Sector Communications Forum to share experiences and knowledge.
 - Visit by the Town Centre Manager to the ‘Death of the High Street’ Conference in London to explore UK trends in town centres from a variety of speakers.
 - Visit by council ICT staff to Derry and Strabane City Council, Foyle Arena to view Legends Front of House Booking System.

A comprehensive list of best practice visits is included in Appendix five.



3.5 Performance Audits

3.5.1 Northern Ireland Audit Office - External Audit 2018

Council’s continuous improvement approach is subject to statutory external audit by the Northern Ireland Audit Office (NIAO).

In 2018, the NIAO completed an audit of Council’s assessment of its performance for 2017/18 and its 2018/19 Performance Improvement Plan in accordance with section 93 of the Local Government Act (Northern Ireland) 2014 and the Code of Audit Practice for local government bodies.

As a result of the audit that took place during September 2018, the NIAO concluded that:

Mid and East Antrim Borough Council has discharged its duties in connection with (1) improvement planning and (2) publication of improvement information in accordance with section 92 the Act and has acted in accordance with the Department for Communities’ guidance sufficiently.

A summary of the key actions taken by Council in response to the NIAO audit recommendations are outlined in Appendix two.

3.5.2 Internal Audit - 2017

ASM were appointed to conduct an internal audit review of Performance Improvement within Mid and East Antrim Borough Council during June 2017.

The objective of the review was to provide Council with an independent opinion on the adequacy and effectiveness of the control framework established by the Council. The report was completed in September 2017. The audit highlighted that there was a gap at Directorate level in relation to Business Plans. This was addressed within the Performance Management Framework for 2017/18. As a result, Directorate Business Plans are now being scrutinised at Audit & Scrutiny Committee every six months.

The audit report highlighted a range of recommendations. Points of learning were factored into the business planning process for 2018/19, with improvements noted. Due to a realignment of the senior team within Council, business plans for 2018/19 were delayed due to senior officers having new responsibilities.

A review audit was conducted by ASM during June 2019 and the report is included at Appendix three. The review noted that 12 out of 13 recommendations for improvement were fully implemented with one partially implemented. The remaining recommendation highlighted that Business Plans for 2019/20 were all developed, approved and input into the new electronic Performance Management system by 1st April, in line with the required business planning process. However, evidence relating to the approvals was gathered after this date. This is an area for improvement going forward.

4.0 Corporate Plan 2019-2023

A new Corporate Plan has been developed to guide Council for the 2019-2023 period. The Plan was developed following extensive consultation with Elected Members, Senior Management, staff, local businesses and community groups, and the general public. The new Plan aligns with the Borough's Community Plan and adopts the same vision;



“Mid and East Antrim will be a strong, vibrant, safe and inclusive community where people work together to improve the quality of life for all.”



The diagram illustrates that the Plan is based upon six strategic themes:

- 1. Sustainable Jobs and Tourism;
- 2. Our Environment;
- 3. Community Safety and Cohesion;
- 4. Learning for Life;
- 5. Good Health and Wellbeing; and,
- 6. High Performing Council.

Five of these themes are consistent with those in the Community Plan. The “Progress in Education” theme from the Community Plan was adjusted to ‘Learning for Life’ to better reflect our contribution to education. Another theme of ‘High Performing Council’ has been wrapped around the outside to show that everything we do will help us achieve our outcomes and, ultimately, the vision for the Borough.

The Chief Executive will work with Elected Members to continue towards fulfilling the vision for the Borough through the delivery of the Corporate Plan. To drive delivery, each of the six strategic themes has a number of corporate objectives and key performance indicators that have been developed to monitor progress on delivery of the plan. Members are provided with an opportunity to review progress against the Corporate Plan delivery on a six-monthly basis.

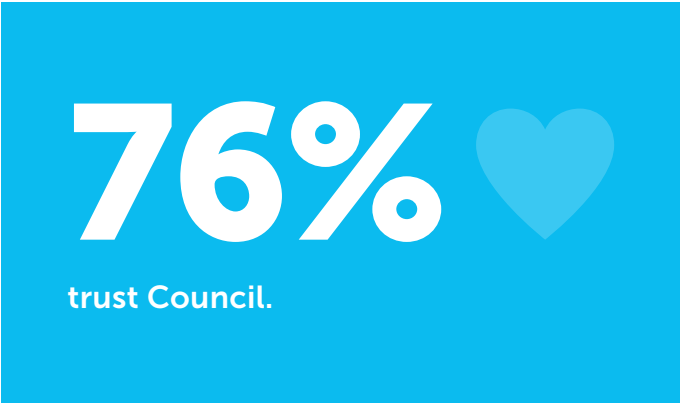
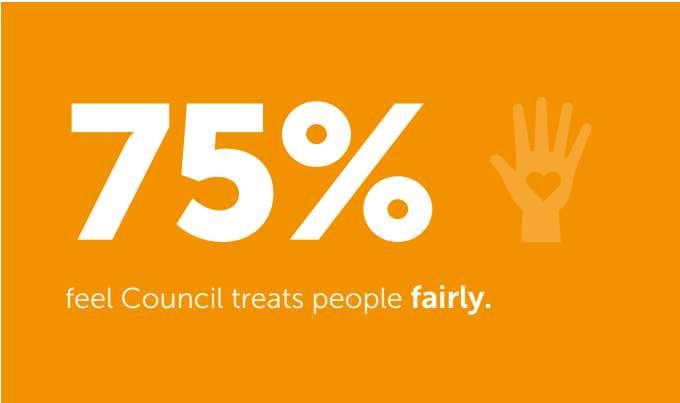


You can view our corporate plan at www.midandeantrim.gov.uk/corporateplan

4.1 Household Survey

In Autumn 2018, Council commissioned a household survey to inform the new Corporate Plan and determine residents’ satisfaction. A representative sample of 775 people across the Borough were interviewed and the headline results are summarised below.

The survey results will serve as baseline data for monitoring our performance over the life of the Corporate Plan for 2019-2023.



5.0 Performance Improvement Plan 2019/20

The Performance Improvement Plan for 2019/20 does not detail every improvement we intend to deliver this year, but focuses on key areas identified for improvement.

The consultation process and the criteria used to select the improvement objectives is detailed within the Performance Improvement Plan 2019/20, which is published on Council's website at www.midandeantrim.gov.uk/PIP

Consultation process

The plan and its objectives were developed through a process of collaboration with the Chief Executive, Senior Management Team and Elected Members, before the launch of a public consultation.

The 8-week public consultation was conducted during January - March 2019, and included:

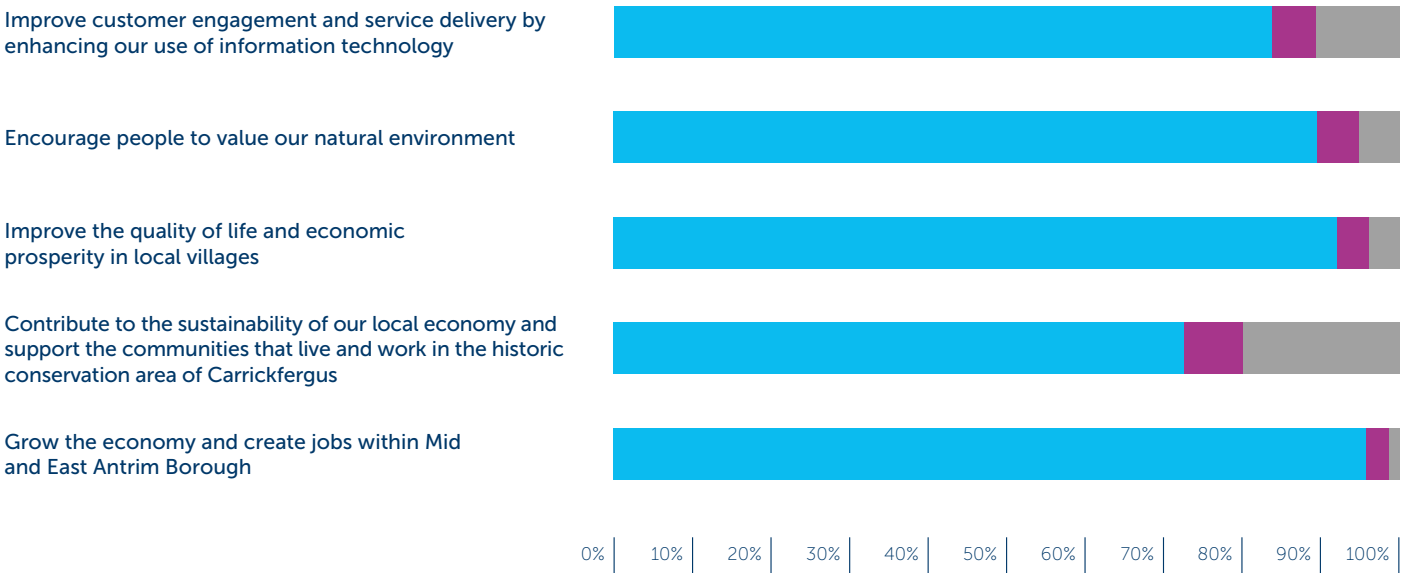
- Public consultation events in Ballymena, Carrickfergus and Larne, which were attended by a wide range of community groups, representing a variety of interests.
- An online survey on our website.
- Emails to local businesses and community groups who engage with the Council.
- An email from the Chief Executive to all employees requesting their views via the online survey.

80 people responded to our Consultation Document – 'Corporate Plan 2019-2023 and Performance Improvement Plan 2019/20' online survey and considerable support was given. 76% of those who responded were 'residents', 13% were from the 'Community/Voluntary' sector and 11% were 'businesses'.

84% of respondents agreed with four of the five objectives. Our objective to 'Grow the economy and create jobs within Mid and East Antrim Borough' received the most support with 96% agreeing with this project.

Our objective to 'Contribute to the sustainability of our local economy and support the communities that live and work in the historic conservation area of Carrickfergus' received the least support at 71.8%. However, only 7.69% disagreed, with 20.5% neither agreeing nor disagreeing.

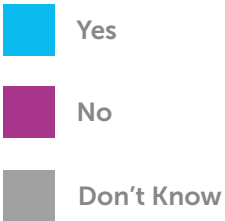
The full results are laid out in the chart below.



“

As a result of the consultation process, there were no changes proposed to the draft Improvement Objectives. All five objectives were brought forward into the final Performance Improvement Plan for 2019/20.

”



5.1 Publication of Performance Improvement Plan

The draft Performance Improvement Plan for 2019/20 was agreed by Council on the 28 May 2019 and published on the Council website before the statutory deadline of 30 June 2019. The agreed improvement objectives for the 2019/20 period are summarised in the table below.

Improvement Objective	What you will see	By when
Grow the economy and create jobs	<ul style="list-style-type: none">The promotion of new jobs in the borough by successfully delivering the 'Go for It' Programme.The growth of new industry sectors by being a Centre of Excellence for start-ups, spin-outs and social-economy businesses within the Ecos Innovation Centre.Delivery of an effective and efficient Planning Service to maximise economic development.	March 2022
Support the communities within the historic conservation area of Carrickfergus, contributing to the sustainability of the local economy	<ul style="list-style-type: none">Approximately 10 buildings of historical and architectural interest restored, through grant assistance, by December 2020.The local community will have a better understanding of built heritage.Increased inward investment and local employment opportunities related both directly and indirectly to heritage and tourism growth.	March 2021
Improve quality of life and economic prosperity in local villages	<p>Priority infrastructure projects delivered in 5 villages within Mid and East Antrim Borough, to include:</p> <ul style="list-style-type: none">Redesigned Diamond area in Ahoghill by May 2019.Enhanced children's play area in Broughshane by May 2019.New small community multi-use games area (MUGA) in Clough by June 2019.New floodlit multi-use games area (MUGA) in Ballycarry by June 2019.Enhanced Whitehead Coastal Park / Promenade by October 2019.	March 2020
Encourage people to value our natural environment	<ul style="list-style-type: none">Responsible dog ownership through increased participation and support of the Green Dog Walkers Scheme.A marketing and promotional campaign to challenge attitudes and change behaviours.A cleaner borough.	March 2020
Improve customer engagement and service delivery by enhancing our use of information technology	<p>Implementation of our Digital Transformation Strategy, to include:</p> <ul style="list-style-type: none">A Customer Complaints & Contact system.A Marina Booking system.A Citizen Text Alert / Reminder system.Online Building Control Certificates.Additional Wi-Fi points.	March 2020



6.0 Overall Performance Assessment

Area	Strengths	Areas for improvement
Arrangements to secure continuous improvement	<ul style="list-style-type: none"> Mid and East Antrim Borough Council's Performance Management Framework has continued to strengthen and drive continuous improvement throughout the organisation. Audit & Scrutiny Committee continue to receive quarterly progress updates regarding progress with Improvement Objectives and statutory performance indicators. Council's new Performance Management System is now being used to collate key performance information for monitoring, reporting and managing performance throughout the organisation. Following an internal audit recommendation, all business plans for 2019/20 were developed on time using the new Performance Management System. The Personal Development Planning (PDP) process was implemented for 86% of staff across the whole organisation. 	<ul style="list-style-type: none"> The Personal Development Planning process is now in its second year and continues to embed throughout the organisation; Reporting functionality is being developed through the new Performance Management System. Quarterly reports will be provided to all business plan owners to ensure timely and accurate monitoring of progress throughout the year. Evidence of Business plan approvals needs to be reviewed for timeliness.
Assessment of Performance: <ul style="list-style-type: none"> Improvement Objectives Statutory indicators Self-imposed indicators 	<ul style="list-style-type: none"> 81% of the outcomes from the Improvement Objectives for 2018/19 have been fully completed with 19% in progress. 6 out of 7 statutory performance indicators have exceeded the standards set. The Corporate Plan 2015-2019 was delivered upon with many significant achievements. 100% of the self-imposed Corporate Indicators were either fully achieved or are progressing. A new Corporate Plan 2019-2023 has been developed that is now more closely aligned with the Community Plan for the Borough. Our household survey indicated a high level of satisfaction with Council services. Director level business plans are scrutinised by Audit & Scrutiny Committee every 6 months. Update reports showed good progress within all Directorates throughout the year. 	<ul style="list-style-type: none"> Some Improvement Objectives continue to have outstanding actions. These need to be completed in order to fully realise the anticipated outcomes. The Project Initiation Documents need to continue to define clear outcomes, timelines and targets that are realistic and illustrate benefits to the citizen.

Area	Strengths	Areas for improvement
Comparisons: <ul style="list-style-type: none"> To previous financial years With other Councils 	<ul style="list-style-type: none"> Statutory performance indicators have year-on-year figures that are used to manage performance and identify improvement actions within the relevant Departments. Mid and East Antrim Borough Council are within the top performing Councils for the statutory performance indicators in the areas of Economic Development (2nd) and Planning (1st in processing local applications) and are predicted 4th in Waste Management. Corporate Indicators have baselines and targets, where possible, to provide trend analysis. Some of these have carried through to the new Corporate Plan. A wide range of benchmarking activity has taken place within Council Departments and used to identify improvements to service delivery. Mid and East Antrim Borough Council participate in the APSE 'Northern Ireland Benchmarking Project'. Mid and East Antrim Borough Council compares favourably to other NI Councils in over 62% of the indicators for 2017/18. Mid and East Antrim Borough Council has conducted best practice visits and reviews with other organisations in specific service areas to learn improved ways of delivering services. 	<ul style="list-style-type: none"> The APSE 'Northern Ireland Benchmarking Project' is still in its infancy and indicators continue to be rationalised and re-defined each financial year. The corporate approach to benchmarking will be developed in line with recommendations from the Multi-Stakeholder sub-group of the Local Government Performance Improvement Working Group.

7.0 Conclusions

Part 12 of the Local Government Act (Northern Ireland) 2014 (The Act) requires Council to make arrangements for the publication of its assessment of its performance.

Council are required to publish a self-assessment report on performance by 30 September each year. This is the third year that Councils have been required to publish a self-assessment report in order to fulfil statutory requirements.

This Performance Self-Assessment report for Mid and East Antrim Borough Council covers the following areas relating to performance during 2018-2019:

- **Arrangements to Secure Continuous Improvement**
- **Assessment of Performance during 2018/19**
- **Corporate Plan 2019-2023**
- **Performance Improvement Plan 2019/20**
- **Overall Performance Assessment**

Mid and East Antrim Borough Council have taken a wide range of actions throughout 2018/19 in order to further embed arrangements for continuous improvement. These include further embedding the Performance Management Framework through the introduction of Personal Development Planning (PDPs) for all staff. A new electronic Performance Management System has been implemented and is now operational for key performance information to improve performance management throughout the organisation.

Council continues to perform well with regard to the Statutory Performance Indicators, in particular with jobs promotion through the Business Start-Up programme and processing of local planning applications.

The previous Corporate Plan for 2015-2019 was delivered upon with many significant achievements throughout the Council term. A new Corporate Plan has been developed for the 2019-2023 term with clearly defined objectives and key performance indicators to monitor progress. This plan is fully aligned with the Community Plan for the Borough.

Areas for improvement have been identified as a result of this self-assessment process which include improving the reporting functionality of the new Performance Management System. Outstanding actions relating to our Performance Improvement Objectives need to be completed to fully realise the planned outcomes. The corporate approach to benchmarking will be developed in line with recommendations from the Multi-Stakeholder sub-group of the Local Government Performance Improvement Working Group.

Abbreviations:

NIAO	Northern Ireland Audit Office
NIEA	Northern Ireland Environment Agency
OMT	Operational Management Team
SMT	Senior Management Team

Appendices:

Appendix 1	Annual Planning cycle
Appendix 2	Management Response to NIAO recommendations
Appendix 3	Management Response to internal audit recommendations
Appendix 4	Internal and external benchmarking
Appendix 5	Best practice benchmarking visits by MEA staff and/or Elected Members

Appendix 1

Mid and East Antrim Borough Council Performance Planning Cycle

The table below illustrates the typical annual cycle for planning and review (excluding the Community Plan) for key elements within the Performance Management Framework. The exact dates may vary depending on operational circumstances.

Milestone	Who	When
Review of Corporate Plan	SMT Council	December & June
Review of Performance Improvement Plan	SMT Audit and Scrutiny Committee	Quarterly
Business Planning process issued	Corporate Performance and & Improvement Department	November
Directorate and Department Business Plans drafted (including Team Planning days)	SMT/OMT	November - January
Draft Performance Improvement Plan launched for consultation	Corporate Performance & Improvement Department	March
Department Business Plans to Director	OMT	January
Directorate Business Plan to Chief Executive/Parent Committee	SMT	February/March
PDPs agreed(draft)	Line Managers/	April – May
PDPs reviewed	Employees	Six-monthly
Performance Improvement Plan published on website	Corporate Performance & Improvement Department	30 June
Annual self-assessment report	Corporate Performance & Improvement Department	30 September
6 -monthly updates on Annual Business Plans	SMT/OMT	November/May

Appendix 2

Management Response to NIAO recommendations for improvement – updated August 2019

A) Proposals for Improvement

NIAO have raised one proposal for improvement.

	Issue	Proposal for Improvement	Management Comment
1.0	A number of Proposals for Improvement from 2016 and 2017 are still in progress and have not yet been addressed.	The Council should prioritise prior year Proposals for Improvement and take steps to address them in the 2018/19 Performance Improvement cycle.	These are currently being addressed – refer to Section B overleaf.

B) Proposals for Improvement – previous years

For the purposes of this report, only those Proposals which are still in progress are noted below.

2016-2017	Proposal for Improvement	Action taken by Council
1.0	General Duty to Improve	<div>Given the statutory nature of the framework, expand upon the current corporate performance management framework to develop a performance improvement policy.</div> <div>Cascade the framework (or policy) and performance improvement responsibilities directly to all employees.</div> <div>The Performance Management Framework has been operational since early 2017, and is continually being embedded and improved. The new Performance Management System, which went live in July 2018, has assisted in its implementation.</div> <div>Employee Personal Development Planning (PDP) is the mechanism used to fully cascade the framework.</div> <div>86% of PDPs were completed during the 2018/19 year. The 100% target was not achieved, mainly due to a service review within Leisure Services.</div> <div>The PDP process continues to be rolled out during the 2019/20 year.</div>

2016-2017		Proposal for Improvement	Action taken by Council
2.0	Governance Arrangements	Using the internal audit function to provide assurance on the integrity and operation of the Council's performance improvement processes.	<p>In September 2017, internal auditors reviewed Council's Performance Improvement monitoring arrangements and awarded a "limited" rating.</p> <p>A follow-up audit took place in June 2019, which highlighted that all but one of the 13 recommendations had been fully implemented. One recommendation was partially implemented – the need to evidence business plan approvals on a timelier basis.</p> <p>As of 2020/21, validation of data will be included within the internal audit terms of reference.</p> <p>A significant number of our KPI data is currently validated by external sources, e.g. statutory indicators are validated by the Department for Infrastructure, the Northern Ireland Environment Agency and the Department for Economy. Organisations such as NISRA, Tourism NI and Tidy NI are also key sources of the data used by Council.</p> <p>In developing indicators for the new Corporate Plan 2019-2023, consideration has been given to indicators for which data is available from external reputable sources e.g. PSNI.</p>
	Improvement Objectives	<p>In relation to the improvement objectives, more detail is required in the 'improvement plan' so that it is clear to a reader how citizens will be better off if the Council improves as it intends to.</p> <p>Ensuring that improvement can be demonstrated and, where possible, measured through the use of meaningful performance indicators and data collection and/or other qualitative methods.</p> <p>Where possible and relevant, the Council should use baseline performance data / information against which future improvement can be demonstrated.</p>	<p>All objectives within the 2018/19 and 2019/20 Performance Improvement Plans were drafted in line with this recommendation.</p> <p>The Performance Improvement Plan Objectives all have Project Initiation Documents (PIDs). These documents outline the expected outcomes and indicators that are used to measure progress. Baseline data is used where relevant and available. Progress updates on achievement of the Improvement Objectives and performance indicators is scrutinised on a quarterly basis by the Audit & Scrutiny Committee.</p> <p>Business Plans are developed annually and are in place for all departments, and include Performance Improvement Plan Objectives and KPIs for the financial year, where relevant. Where possible, year on year comparisons are provided.</p> <p>Directorate level Business Plans are now being scrutinised by Audit & Scrutiny Committee on a bi-annual basis.</p> <p>Benchmarking and trend analysis take place at a local departmental level. Comparisons are also included within the Performance Improvement Plan update reports, where possible.</p>

2017-2018		Proposal for Improvement	Action taken by Council
1.0	General Duty to Improve	Prioritise the implementation of its new performance management system to enable the performance of all its functions and services to be measured, to support the identification of those areas which would benefit most from improvement.	<p>The new Performance Management System went live in July 2018 and currently includes a suite of over 300 indicators across all Council services. These are monitored by the relevant Department to which they relate.</p> <p>The system is used for the monitoring and reporting of Council's new Corporate Plan and annual Business Plans, including Performance Improvement Objectives. KPIs and targets are reviewed regularly.</p> <p>We continually work with the system provider to improve functionality and reporting.</p>
2.0	Improvement Objectives	The Council should ensure that each improvement objective and its underlying projects are focused on outcomes for citizens in relation to improved functions and/or services. The outcome(s) should always be clearly stated so that citizens can understand how they will benefit.	<p>A citizen-focussed outcome is a key criterion for the selection of performance improvement objectives, including the requirement to be linked to both Community Plan and Corporate Plan Outcomes.</p> <p>All objectives within the 2018/19 and 2019/20 Performance Improvement Plans were drafted in line with this recommendation. It is clearly stated within the plan how citizens will benefit from the improvement objective.</p>
		The Council should ensure that improvement can be demonstrated at the objective level and, where possible, measured through the use of meaningful performance indicators and data collection and/or other qualitative methods. Where possible and relevant, the Council should use and publish baseline performance data/information (and set standards which they hope to achieve) against which future improvement can be demonstrated.	<p>As outlined above, each Performance Improvement Objective has an associated Project Initiation Document (PID) which outlines expected improvements and key performance indicators.</p> <p>In terms of baselines, a survey of almost 800 households was conducted in September 2018. This has provided data to assist in developing priorities for the new Corporate Plan, and provides a benchmark for customer satisfaction. Where possible, this data was used to inform Improvement Objectives for 2019/20.</p> <p>A range of other surveys have been conducted during the last 12 months, and used, where relevant to inform improvement.</p>

2017-2018		Proposal for Improvement	Action taken by Council
3.0	Performance Information	The Council should ensure that the performance management framework reflects the performance improvement responsibilities, is finalised and embedded across all of its functions.	<p>The Performance Management Framework is reviewed regularly to ensure it remains fit for purpose. The framework is communicated to employees by the Performance team at relevant events, including annual business planning days.</p> <p>The Corporate Plan for 2019-2023 was launched in July 2019. The strategic themes are aligned very closely with the Community Plan for the Borough. The Performance Improvement Plan 2019/20 was published by the statutory deadline of 30 June 2019.</p> <p>Business plans are in place for all Directorates and Departments. These were developed in line with the strategic themes outlined within the new Corporate Plan, and include Performance Improvement Objectives where relevant.</p> <p>Employee Personal Development Planning (PDP) continues to be rolled out.</p>
		The Council should continue working with other councils and the Department to agree a suite of self-imposed indicators and standards. This will enable meaningful comparisons to be made and published in line with its statutory responsibility.	The definition of what 'benchmarking' means within the local government context is included within the workplan for the Multi-stakeholder subgroup of the Local Government Performance Improvement Working Group. This is ongoing during 2019.

2018-2019		Proposal for Improvement	Action taken by Council
1.0	General Duty to Improve	<p>Although still relatively early in the development of the improvement framework the Council's arrangements to secure continuous improvement this year are becoming more established and continue to be developed. As these develop, we would expect to see the arrangements to identify which functions/ services which would benefit most from improvement become more refined. It is important that in the interests of additional openness and transparency, the logical evidence base and documented process to support the general duty to improve and its selection of priority areas for improvement continues to develop.</p> <p>A Multi-Stakeholder Group has been established with representatives from the Department for Communities and the councils, and is also attended by NIAO.</p> <p>A sub group of this was tasked with drafting guidance to clarify the requirements of the General Duty to Improve. A working draft has now been agreed and we expect that further improvements to reporting on the General Duty will be made in 2019.</p>	<p>Council are undertaking a range of actions to identify areas for improvement, including:</p> <ul style="list-style-type: none"> • Corporate Plan consultation exercises / events; • Residents Survey / Service-specific surveys; • Discussion with Elected Members / Senior Management; • Service Reviews; • Benchmarking; and • Business Plans monitoring and reporting. <p>The Performance Management System will increasingly be used to identify areas for improvement as it continues to be fully utilised and developed.</p> <p>The report on the General Duty was presented to the Multi- Stakeholder Group and agreed by SOLACE in March 2019. It was subsequently issued as statutory guidance by the Department for Communities in June 2019.</p>
	Governance Arrangements	<p>In September 2017, the Council's internal auditors reviewed the performance improvement monitoring process within the Council and awarded a "limited" rating. They commented that there:</p> <ul style="list-style-type: none"> • Are a number of key controls absent from the Council's internal control system for risk management, control and governance for performance improvement monitoring, particularly in relation to fully articulating and embedding the business planning processes at Directorate and Department level to support performance improvement monitoring; • Is a need to consider if scrutiny of performance is understood and is undertaken at the right level; and • Is a need to review if the corporate planning indicators are appropriate and measurable. <p>In these circumstances the remaining controls in place within the Council provide only limited assurance regarding the effective and efficient achievement of the Council's objectives in relation to performance improvement monitoring.</p>	<p>Council's performance responsibilities are outlined within the Governance Statement. The Terms of Reference for the Audit & Scrutiny Committee were updated to include reference to monitoring and scrutiny responsibilities for performance (August 2018).</p> <p>Training for Elected Members on their scrutiny role in relation to Performance Improvement has taken place annually over the last two years.</p> <p>The Senior Management Team and Audit & Scrutiny Committee review Performance Improvement Plan updates every 3 months, and provide assurance to Council that its arrangements are operating effectively.</p> <p>Performance Improvement is a standing item at all Scrutiny Committees. Directorate-level business plans are now scrutinised at this Committee bi-annually.</p> <p>The annual business planning process is reviewed for effectiveness and continues to embed and improve each year.</p> <p>The Corporate Plan indicators were reviewed as part of the development of the new Corporate Plan 2019-2023.</p> <p>The Council's internal audit conducted a review audit in June 2019 and noted a significant improvement with 12 out of 13 recommendations fully implemented and one recommendation partially implemented.</p>

2018-2019		Proposal for Improvement	Action taken by Council
3.0	Improvement Objectives	It is important that improvement can be demonstrated and this can be achieved by establishing current baselines, setting indicators and standards at the overall objective level and at project level where possible, any milestones and how improvement will be measured in terms of KPIs, and including these within the Performance Improvement Plan. This is the third year of performance improvement and the Council should be able to draw upon the experience gained to date to set targets that are both challenging but achievable.	<p>Each Performance Improvement Objective has a Project Initiation Document (PID), with clearly defined improvement outcomes, targets and milestones. The targets set are challenging but achievable.</p> <p>Progress updates are provided to SMT and Audit & Scrutiny Committee every 3 months using RAG status updates. These reports highlight progress against targets and highlight any areas where targets have not been met, along with actions taken to address same.</p>
	Improvement Plan	The Performance Improvement Plan sets out how citizens and other stakeholders within Mid and East Antrim will be better off as a direct result of the improvement process. However, there is still scope to further improve the transparency and meaningfulness of the objectives by including more detail such as baselines, targets, and timescales on objectives and associated work strands where possible.	<p>The Project Initiation Documents for each Improvement Objective for 2018/19 and 2019/20 were developed with this recommendation in mind.</p> <p>These documents outline the outcomes, milestones and key performance indicators. Baseline information is also included where possible.</p>

2018-2019		Proposal for Improvement	Action taken by Council
5.0	Collection, use and publication of performance information	Improved data collection and management processes during the year has assisted the Council, in some areas, to begin identifying and measuring improvement. This has enabled the Council to support its self-assessment and report on a number of improvements to its services, which should benefit its citizens. Further information on how data has been validated as being correct could be considered next year.	Validation of KPIs will be considered within the 2019/20 Internal Audit work plan.
		In addition, the Council's assessment of its performance and its published report should include a comparison of its performance with previous years, and where reasonably practicable, with other councils. In this the second year of publishing performance self- assessment comparison was made with the prior year. In future years we would expect that year on year and trend analysis and reporting of performance may be further developed.	<p>Benchmarking against other Councils on statutory KPIs and year on year trend analysis against the statutory indicators is included in the Self-Assessment Report published in September 2018.</p> <p>Corporate Plan indicators were introduced in April 2017 and year on year data is available for the last two years. Where possible, baseline data has been provided resulting in a 3-year trend of performance.</p> <p>A wide range of year-on-year comparisons are available within the Directorates that are relevant to their areas of work (see section XXX above).</p> <p>This will be further developed in future years, supported by the new performance management system.</p>
		The work plan of the Multi-Stakeholder Group includes consideration of benchmarking. We expect that progress will be made by September 2019 to allow a broader range of functions to be compared with other councils.	The Multi Stakeholder group is taking this forward, as stated above.

Appendix 3

Internal Audit – Follow-up review, June 2019

Performance improvement monitoring

ASM report reference	Priority	Recommendations as at September 2017	Management comment as at September 2017	ASM findings as at June 2019
A3	2	We recommend that the Business Plans at a Directorate level should be approved by the Chief Executive and that these Business Plans should be presented to the Council at least once during the year.	<i>Directorate business plans will be approved by the Chief Executive and presented to Council at least once per year.</i>	Fully implemented Our review identified that the 2018/19 and 2019/20 Directorate Business Plans have been subject to approval by the Chief Executive. We also note that an update against each Directorate Business Plan is provided to the Audit and Scrutiny Committee at least once during the year. The last update provided was in November 2018.
A4	2	We recommend that there is a quarterly review of progress of implementing Directorate level Business Plans at the Senior Management Team meetings. We consider that a target level of implementation should be set by the Directors to ensure timeliness of delivery can be assessed at the date of reporting.	<i>In order to improve timeliness, the process for business planning will begin earlier in the financial year to ensure adequate time for business plans to be approved.</i>	Fully implemented Our review identified that progress on the implementation of Directorate Level Business Plans is reported at Senior Management Team meetings on a quarterly basis. We note that the last report was presented at the meeting on 27 March 2019. Our review identified that Business Plan objectives are now recorded on "Decision Time", an online Performance Management system now being used by the Council. A target date of implementation is provided for each objective and progress against each target is recorded.
A5	2	We recommend that Directorate level Business Plans should be fully completed as soon as practicable to ensure accountability for, and timeliness of, delivery can be reasonably assessed.	<i>Directorate business plans for 2017-18 have been approved by the Chief Executive during September 2017.</i>	Fully implemented Our review identified that all Directorate level Business Plans have been developed and are currently held within the Council's Performance Management system.

ASM report reference	Priority	Recommendations as at September 2017	Management comment as at September 2017	ASM findings as at June 2019
A6	2	We recommend that the focus of the Directorate level Business Plans should be led by the Council's Corporate Plan and corporate planning indicators.	<i>Noted.</i>	Fully implemented Our review identified that the Council have made efforts to ensure that Directorate level Business Plans are aligned with the Council's Corporate Plan and Corporate Planning Indicators. We note that on Decision Time, the Council's Performance Management system, each Business Plan objective is now linked to the relevant corporate theme and corporate planning indicator. We also note that a number of staff Business Planning sessions were held between November 2018 and January 2019 where staff from each department were reminded of the importance of this linkage.
B3	2	We recommend that Department level Business Plans should be fully completed as soon as practicable to ensure accountability for, and timeliness of, delivery can be reasonably assessed.	<i>Department business plans have been approved and are being presented to Audit & Scrutiny with RAG status updates in a scheduled manner throughout the year.</i>	Fully implemented During our review, we selected a sample of 4 Department level Business Plans for testing and noted that the Business Plans for 2019/20 have been completed and are currently held within the Council's Performance Management system. The plans selected for review were: Community Planning; Corporate Services; HR and Organisational Development; and Facilities and Waste.
B4	2	We recommend that the Department level Business Plans should be approved by the relevant Director before the start of the year to which they relate.	<i>Noted.</i>	Partially implemented During our review, we selected the 4 Department Level Business Plans as noted above for review. Our discussions with the Council's Governance and Risk manager indicated that all Business Plans had received approval prior to their upload to the online Performance Management System on 1 April 2019. We note however that evidence showing these approvals was only recorded retrospectively in April and June. Going forward, these approvals should be recorded prior to the start of the year to which they relate.

ASM report reference	Priority	Recommendations as at September 2017	Management comment as at September 2017	ASM findings as at June 2019
B5	2	We recommend that the Council ensures that staff within all Departments are involved in the process of informing the indicators and targets being set for performance improvement.	<i>Noted. This has again been defined within the business planning process and is applicable to the 2018-19 approach.</i>	Fully implemented Our review identified that a number of staff Business Planning sessions were held between November 2018 and January 2019 where staff from each department came together to share their thoughts and to discuss initial preparations for the development of 2019/20 Business Plans.
C7	2	We recommend that the Council's performance be scrutinised at a Directorate level.	<i>The business planning process for 2018-19 outlines that Directorate Business plans will be scrutinised by Audit & Scrutiny committee.</i>	Fully implemented Our review identified that Directorate Business Plans and performance against the objectives within each plan, are now reviewed on a quarterly basis at SMT meetings. We note that the last review was completed at the SMT meeting on 27 March 2019.
C8	2	We recommend that the Council takes action in ensuring that all officers (including Directors and Heads of Service) with responsibility for performance management at the Council are identified and the expectations from each officer is clearly understood.	<i>A workshop has been planned for SMT/ OMT in December 2017. This will include training on performance management. It has been agreed with Finance as a result of the Audit.</i>	Fully implemented Our review identified that a workshop on Performance Management was provided for all SMT and OMT members in December 2017. This session discussed the Council's performance management framework and provided guidance in relation to the completion of business plans; corporate plans; performance improvement plans; and community plans. It also included guidance on performance reporting and set out the frequency at which the various Council plans should be reported to SMT, Council and the Audit and Scrutiny Committee.

ASM report reference	Priority	Recommendations as at September 2017	Management comment as at September 2017	ASM findings as at June 2019
D7	2	We recommend that the Council considers if the corporate planning indicators set continue to remain appropriate.	<i>Noted. A workshop has been planned for 20 December 2017 to review Corporate Indicators with Elected Members</i>	Fully implemented Our review identified that the Council provided a workshop for Elected Members on 10 January 2018 with the objectives of reviewing the delivery of the 2015-2019 Community Plan and Corporate Plan as well as engaging the Elected Members in the development of the Council's Corporate Plan for 2019 to 2023. The workshop consisted of 4 sessions which included: reflections on performance to date; delivery of the 2019- 2023 Corporate Plan; review of current Corporate Indicators; and required actions moving forward. We consider the Council's current corporate planning indicators to be appropriate and should assist the Council in achieving its objectives.
D8	2	We recommend that, where possible, the Council ensures that complete and measurable targets are identified against each corporate planning indicator, in order to ensure that performance improvement can be properly assessed.	<i>Noted.</i>	Fully implemented The Council are now using Decision Time, an online Performance Management system. Within Decision Time, each corporate planning indicator is assigned a time defined target as well as an owner. Each corporate indicator is then further broken down into KPIs which are measured on a quarterly basis and are assigned an owner at Departmental level.
D9	3	We recommend that the Council sets a time defined progress target against the corporate planning indicators to ensure the expected status of performance is understood.	<i>Noted.</i>	Fully implemented The Council are now using Decision Time, an online Performance Management system. Within Decision Time, each corporate planning indicator is assigned a time defined target as well as an owner.

ASM report reference	Priority	Recommendations as at September 2017	Management comment as at September 2017	ASM findings as at June 2019
E5	2	We recommend that the Corporate Planning and Performance Team ensures that training is provided to all staff with responsibility for performance improvement across the Council, including Council Directors and Senior staff.	<i>A workshop has been planned for SMT/ OMT in December 2017. This will include training on performance management.</i>	Fully Implemented Our review identified that a workshop on Performance Management was provided for all SMT and OMT members in December 2017. This session discussed the Council's performance management framework and provided guidance in relation to the completion of business plans; corporate plans; performance improvement plans; and community plans. It also included guidance on performance reporting and set out the frequency at which the various Council plans should be reported to SMT, Council and the Audit and Scrutiny Committee.

Appendix 4

Internal and External Benchmarking

ACTIVITY - Internal	ACTIVITY – External
<ul style="list-style-type: none"> Annual Business Plans Annual key achievement reports APSE Customer Satisfaction Survey Facebook reviews Household Recycling Centre Performance monitoring Household Survey In-house monitoring of visitor numbers In-house monthly absence reports In-house performance monitoring system – generating reports on response times and number of issues logged Internal Audit and Recommendations Internal programme evaluations Media scrutiny via media monitoring Mystery shoppers for visitor attractions Officer working groups Policing and Community Safety Partnership Self-Assessment Report Service Reviews and Transformation Statutory Indicators Tascomi: Te-care system to monitor calls and response times Tourism NI Grading Scheme TripAdvisor reviews 	<ul style="list-style-type: none"> APSE – Leisure Service Satisfaction Survey APSE Benchmarking Indicators across 11 Service Areas. Awards received – Food NI BCNI Fire Safety Panel BCNI Standards Panel BCNI Training Panel Borough Cleanliness Survey DAERA - Annual comparisons of dog fouling complaints across councils DAERA - Annual comparisons of letter complaints across councils Department Awards – CIPR and MJs Eco Schools Report Engagement with Local Government Performance Improvement Working Group Good Relations Annual Report Keep NI Beautiful – Cleaner Neighbourhood Report Keep NI Beautiful – Street Cleaning Survey Membership of Local Authority Building Control (UK mainland based) Monitoring of awards won – Green Flags, Britain in Bloom, Ulster in Bloom, Seaside Awards, Blue Flags, Gold Anchors Monthly meetings as part of Building Control NI Committee NI Environmental Benchmarking Survey NIAO Annual Reports including financial indicators, absenteeism and prompt payments Participation in THI Practice Group Statutory Indicators Policing and Community Safety Partnership Tourism NI Visitor Attitudes survey NISRA – regular reports published

Appendix 5

Best Practice Benchmarking Visits by MEA Staff and/or Elected Members

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
Mid and East Antrim – Stormont Executive	Feb 2019	Communications	Communications welcomed the head of the Stormont Executive’s Communications Department to Mid and East Antrim Borough Council to share key learning and advise on best practice	Guest provided invaluable insight into the running of a region communications office and also signposted staff to key resources which were beneficial to the fulfilment of their duties
Northern Ireland Public Sector Communications Forum	Ongoing	Communications	This is a body made up of communications managers from right across the public sector in Northern Ireland	Meetings take place periodically and all staff have learned best practice from experienced, respected communications experts. Have implemented learning into day-to-day roles and build good relationships with industry colleagues
Emergency Preparedness Group – multi-agency	Ongoing	Communications	This body includes NIO, councils, PSNI, Fire and Rescue and a range of other statutory bodies	Shared learning opportunities on how best to respond in an emergency
Planning for Prosperity – Belfast City Council	October 2018	Communications	Joined Chief Executive and supported key shared learning event on strategic planning throughout Northern Ireland	Met a number of key council contacts and have built on relationships. Shared learning around the communications of strategic planning
Belfast City Region Deal – Belfast City Council	Ongoing	Communications	Regular visits to Belfast City Council to discuss and influence communications around the £1bn Belfast Region City Deal proposals	Shared learning and networking opportunities have been key. Have established strong relationships with key public sector colleagues
Ambulance Station and PSNI station Ballymena	2018	Communications	Visited Ballymena Ambulance Station and PSNI station to observe crisis communications	Excellent insight into how both organisations utilise communications during a crisis and the resources available to both
Northern Ireland Office	May 2019	Communications	Met with head of Northern Ireland Office’s communications department	Colleague shared advice and guidance on running of NIO press office. Good working relationship established

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
Antrim and Newtownabbey Borough Council	March 2019	Communications	Met with acting head of communications at Antrim and Newtownabbey Borough Council	Established useful working relationship and shared learning on a range of communications activities
Derry and Strabane DC	19 Jan 2018	Comms/CS	Meeting the Council Events team to hear their story of how events delivery has impacted the District, how businesses are engaged, how community is engaged, how events have developed, how events are bid for. Meeting with In Your Space (events service provider)	Report to the steering group of Friends Goodwill Music Festival on how to develop the event New supplier contacts and awareness of content providers
Waterford LEADER Partnership	29/30 May 2018	Investment & Funding	Part of EU funded Transnational Cooperation project under the Rural Development Programme. Visit with partner organisations in the Co. Waterford area who are developing complementary Industrial Heritage projects with links to MEA’s Broughshane Mills Industrial Heritage Trail and Glenravel Iron Ore Mining Industrial Heritage Trail - Cargan	Project stakeholders and LEADER representatives from Co. Waterford made return trip to visit Industrial Heritage projects in Broughshane and Cargan. Contact continues between MEA and Waterford LEADER Partnership as the Industrial Heritage projects to be funded under the RDP Cooperation scheme are developed. Implementation of projects expected to commence early in 2020.

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
Balmoral Show 2018	16 – 19 May 2018	Economic Development	Support 8 Agri- Food Businesses to showcase and sell their produce at NI's largest Agricultural event with an audience of approx. 100,000	<ul style="list-style-type: none"> Total Sales achieved £5,520 Businesses were supported to access a large audience and new customers.
Speciality and Fine Food Fair London 2018	2 – 4 Sept 2018	Economic Development	The Speciality Fine Food Fair is the UK's leading industry showcase of fine food and drink. Council collaborated with Food NI on a shared stand to showcase the very best of local produce and support producers to place their products directly in front of a high quality audience of food and drink buyers looking to source the latest in speciality, artisan and fine food and drink.	<ul style="list-style-type: none"> In total the businesses secured 54 new contract leads, 16 distributor leads & 38 buyer leads 1 Business secured online listings with premier outlet Cotswold Fayre (approx. £75k) & Diverse Fine Foods (approx. £50k)
Foodovation – North West Regional College	20 Nov 2018	Economic Development	Council facilitated a visit for Agri-Food Businesses to Foodovation, NI's centre of excellence for food development and technology. The food experts at the centre offer a range of guidance and support from product testing and development to process improvement and production efficiencies to ensure route to market is successful and sustainable.	<ul style="list-style-type: none"> Visit encouraged innovation within the businesses to grow and develop their products 3 Businesses secured £5k Invest NI Innovation Vouchers
Kilkenny – Winner of "Foodie Destination 2018"	24 – 25 Jan 2019	Economic Development.	Local agri-food businesses were taken on a best practice visit to explore what makes Kilkenny such a vibrant food and hospitality destination. It has a huge array of foodie offerings, from local producer food festivals, farmers markets, food trails, cookery schools and a number of Michelin star dining experiences that regularly receive critical acclaim and national attention.	<ul style="list-style-type: none"> The visit allowed producers from the borough learn about how Kilkenny businesses from the hospitality sector collaborate with their local council, and gain insight into best practice, innovation in artisan food production, food tourism and destination development. Facilitated the development of genuine partnerships for the Food and Drink Network.

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
Fine Food Show North - Harrogate	10 – 11 March 2019	Economic Development	Mid and East Antrim Borough Council worked in partnership with Invest NI and Food NI under a shared stand and will showcase 2 MEA agri-food producers. Fine Food Show North is an industry event for buyers from independent fine food businesses, chefs and restaurant managers across the north of England. The show will enabled producers to place their products directly in front of a high quality audience of food and drink buyers looking to source the latest in speciality, artisan and fine food and drink.	<ul style="list-style-type: none"> Offered Businesses the opportunity to build brand outside NI Discover key learnings and trends in Food in Harrogate

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
London	7 Feb 2019	Economic Development	Town Centre 'Death of the High Street' Conference. The purpose was to explore UK trends in town centres from a variety of speakers.	Key points presented to town centre retailers to assist with Action Plans. Members were presented with the key presentations February 2019. From this event Ballymena BID wish to work with Council to use some of the speakers at a town centre conference in our Borough for Jan 2020.
Manchester	27 July 2018	Economic Development	Town Centre INNOVATE UK programme 'Bringing Big Data to Small Users' Council were one of seven participating partners in UK.	Assist in UK government funded research into town centre footfall and identification of trends to identify type of town we have through interrogating data. 10 local Ballymena businesses assisted through providing sales data over a 12 month period to enable research into relationship between sales and footfall. Type of town dictates sales trends. Report to elected Members in September 18 on the closing conference. Footfall counters installed in all three Borough town centres for a three year period.
Derry and Strabane City Council	18 May 2018	Finance	Visit to Foyle Arena to view Legends Front of House Booking System	With business area for decision/ planning on MEA Solution. Business area were able to speak to Staff currently using to here both positive and negative thoughts prior to planning MEA Procurement
Causeway Coast & Glens Borough Council	Sept 2018	H&S	Council Officers met with representatives from Causeway Coast & Glens Borough Council to review their AssessNet H&S Management Information System with a view to taking this system forward within MEA.	AssessNet was unsuccessful following a Tender exercise, therefore this system could not be progressed.
All Councils	July/ August 2018	HR	Request to all councils, via the Public Services People Managers Association (PPMA) circulation list, of which M&EA are a member, requesting a copy of their current Attendance Policy to benchmark the drafting of a new MEA Attendance Policy.	Policies received were reviewed to assist with the implementation of a new MEA Attendance Policy
All Councils	May 2019	HR	Request to the Heads of HR at other councils to discuss their current Terms & Conditions position.	Feedback was received from individual councils regarding their current T&Cs position. This provides scope on taking this project forward.

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
Derry and Strabane City Council	18 May 2018	Finance	Visit to Foyle Arena to view Legends Front of House Booking System	With business area for decision/ planning on MEA Solution. Business area were able to speak to Staff currently using to here both positive and negative thoughts prior to planning MEA Procurement
The MAC Belfast	10 May 2018	Arts & Culture	Reviewing case studies from across Europe on best practice audience development techniques, led by Thrive Audience Development Agency.	Learnings here contributed to Audience Research project to develop baseline data for cultural audiences across the borough.

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
Riddell Hall, Stranmillis, Belfast	15 May 2018	Arts & Culture	Community Festivals Fund Outcomes Project Update - reviewing best practice examples from Community Festivals Fund activities across the 11 Councils.	Along with Grants Officers, contributed to the ongoing success of the Community Festivals Fund.
Ulster Folk Museum/ National Museums NI	21 May 2019	Development	Tourism The Development section with the Tourism Service visited Valerie Wilson at the Ulster Folk Museum. This was a reciprocal visit to learn from Ms Wilson how to present Ulster-Scots homes to the public and the additional offerings and learnings from the Museums experience.	Further to this visit the presentation of Arthur Cottage has been completely reviewed. Lessons have been learned in terms of additional experiences. Contacts have been made with craft providers. Work on the Arthur Cottage Interpretative Centre is underway with report taken through the Borough Growth Committee in June 2019.
Seamus Heaney HomePlace, Bellaghy	27 Sept 2018	Arts & Culture	Networking session with Arts & Culture representatives from the 11 Councils; comparing best practice examples in programming and utilising funding streams, and focused on collectively consulting on the Arts Council NI new Five Year Strategy to ensure best outcome for local government arts initiatives.	Follow-up sessions on 14 February 2019 and 28 March 2019. Collective responses across the 11 Councils submitted. Networking with Counterparts is helping to improve MEA Arts service, eg. best practice in Risk Assessment preparation for incoming touring shows has been shared to MEA from several other Councils.
Market Place Theatre, Armagh	14 February 2019	Arts & Culture	Viewed MEA's new ticketing system (Ticketsolve) in operation at Market Place Theatre, Armagh – looking at best practice use in terms of set-up and sales. Also viewed their Front of House daytime operation in terms of vending machines and general welcoming areas.	Identified elements of the ticketing system most useful to MEA, and how to best utilise the system effectively. Identified solutions to high-end vending machines for the Braid foyer to make the space more welcoming.
Derry & Strabane District Council	30 April 2019	Arts & Culture	Information gathering on storage solutions for museum collections by touring and discussing with relevant Derry & Strabane Museum staff an off-site museum store at Pennybridge Industrial Park.	Site visit was undertaken as part of fact-finding to inform an options paper on a future consolidated store for Council's museum collection, presented at the 16 June 2019 Borough Growth Committee for approval.

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
North Ayrshire Council	31 Oct – 1 Nov 2017	Community Planning + Development	<ul style="list-style-type: none"> North Ayrshire's Conference with the Improvement Service Building Stronger Communities through Partnership and Place To meet informally with North Ayrshire Elected Members and Chief Executive Tour of Townhouse and Portal, Irvine Meet with the Strategic Management Team Visit to Irvine Harbourside Input on Active travel and Tourism 	Look at Participatory Budgeting
	Sept 2018 – March 2019	Community Planning + Development	Community Centre Pricing	Desktop Review of charges levied by other councils for community facilities – used to inform new pricing policy and schedule of charges.

Location / Council	Dates	Department	Area of Service / Purpose of Visit	Follow up from visit / lessons learnt / actions taken
	March 2018 – Sep 2018	Community Planning + Development	Community Cluster Programme	Desktop review of models of good practice with respect to community hubs and the "Hub & Spoke" model of building infrastructure, used to inform the development of the MEA Community infrastructure support programme.
Derry and Strabane District Council	May 2018	Public Protection Health and Wellbeing	Legends Front of House System	<p>Overview of the Legends System prior to presentation by Legends and committing to a contract with Legends.</p> <p>Staff links developed for further communication.</p>
All local Councils Private Sector	July/ August 2017 Nov 2017	Health and Wellbeing	Indoor Leisure Pricing Policy	<p>Desk Top review of Indoor Leisure Pricing Policy. This included price comparisons with all councils and some private sector gyms that offer similar activities.</p> <p>The review also considered the types of memberships on offer to leisure centre members.</p> <p>November included an early review of the policy based on feedback received from members and further comparisons with neighbouring councils.</p>

