



Performance Self- Assessment Report

2016 - 2017

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**Mid & East
Antrim**
Borough Council

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1. Introduction

Part 12 of the Local Government Act (Northern Ireland) 2014 (The Act) puts in place a new framework to support the continuous improvement of council services in 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.

2. Purpose

The purpose of this document is to provide an overview of Mid and East Antrim Borough **Council's** assessment of its performance improvement for the year 2016-2017.

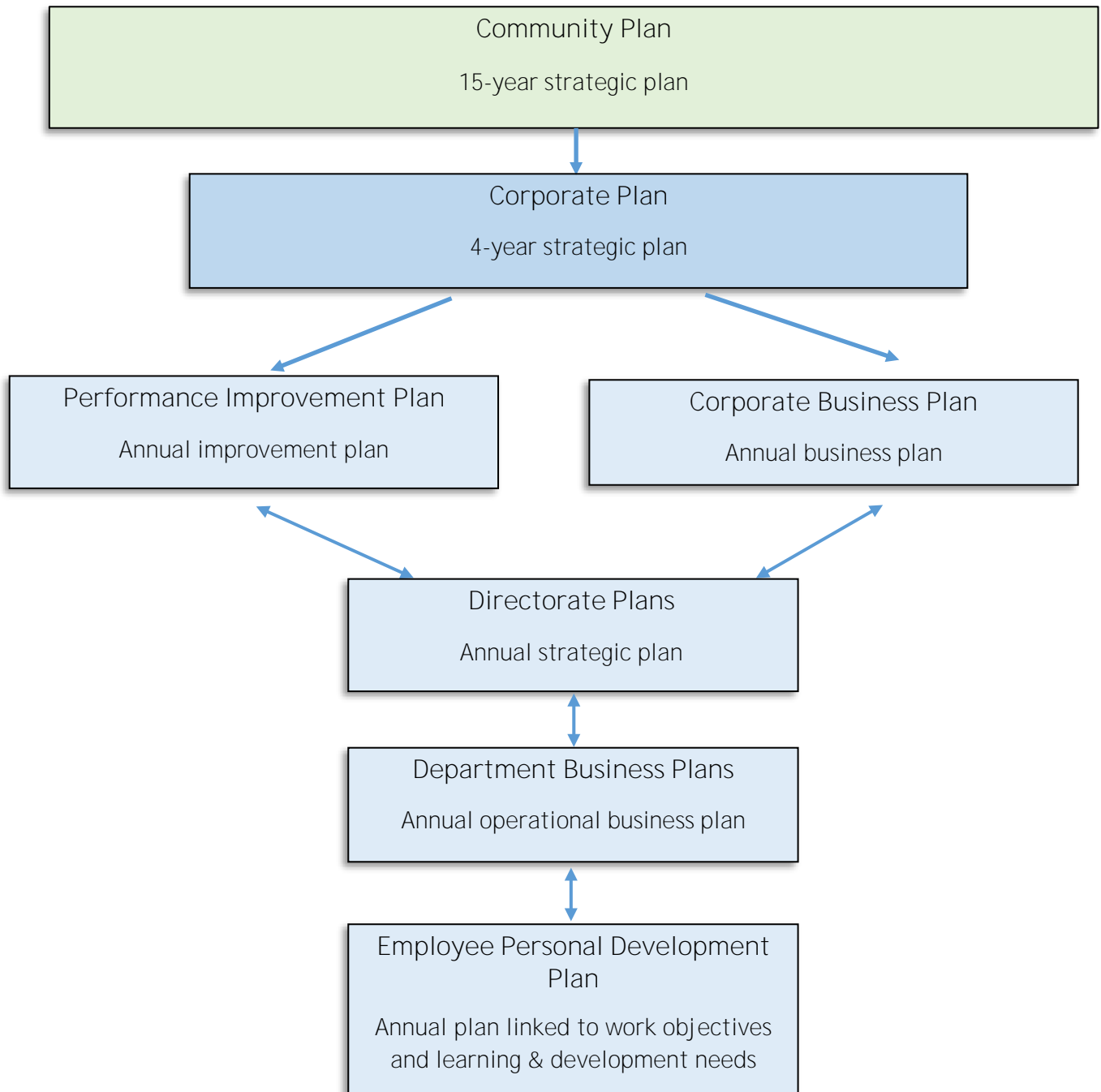
3. Arrangements to Secure Continuous Improvement

Mid and East Antrim Borough Council has introduced a Performance Management Framework to drive performance management and continuous improvement within the organisation. The Framework is summarised 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 Directorate, Departmental and ultimately individual employee work objectives.

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

Diagram 1: Performance Management Framework - Summary



3.1 The table below provides a brief summary of the plans illustrated within the Performance Management Framework:

Plan	Purpose
1. Community Plan	<ul style="list-style-type: none"> - The Community Plan was launched on 1st April 2017. It is a long-term plan that sets a 15 year vision for improving the social, economic and environmental wellbeing of Mid and East Antrim Borough. The development of the Community Plan is led by the Council in partnership with the public, voluntary and private sectors that work alongside the community to develop the plan; - The Community Plan has identified 5 strategic priorities and outlines 19 outcomes that the Partnership want to achieve over the lifetime of the plan. These priorities and outcomes will therefore provide the strategic direction for Council over the next 15 years.
2. Corporate Plan and Annual Corporate Business Plan	<ul style="list-style-type: none"> - The Corporate Plan was launched in April 2015 and is a 4-year strategic plan set by the Council. It identifies 5 strategic priorities and 25 objectives to be delivered within the period 2015-2019. - Going forward, an annual Corporate Business Plan will be developed to define how the Corporate Plan is being delivered on an annual basis. - From 1st April 2017, Council have implemented corporate key performance indicators to measure the achievement of the corporate objectives outlined in the Corporate Plan.
3. Directorate Plan	<ul style="list-style-type: none"> - Directorate Plans have been introduced from April 2017. They are developed annually by each of the Directors in consideration of the Community Plan and Corporate Plan strategic priorities. - These Plans set the direction for the 4 Directorates and outline key performance indicators in line with best practice. They also ensure the flow upwards and downwards is visible and that objectives across Directorates are complementary.
4. Department Business Plans	<ul style="list-style-type: none"> - Department Business Plans set direction at a Department level by each of the Heads of Service and identify objectives to be achieved throughout the year. They explain how the Department helps to achieve the Directorate objectives and KPI's. They are used as a tool to manage performance consistently across the Departments. - During 2016-2017, staff involvement in developing Department Business Plans increased so that there is a more joined up approach, with contributions from both staff and management.
5. Employee Personal Development Plans	<ul style="list-style-type: none"> - A Personal Development Planning (PDP) process has been drafted, and piloted within the Waste Management Service. It will be rolled out to the entire organisation so that all staff objectives and development activities will be fully aligned with the Corporate Plan, and ultimately the Community Plan. The process ensures that staff are supported and developed to perform to the best of their ability, thereby enhancing the overall performance of the organisation.

3.2 Developing the Performance Improvement Plan

In addition to the plans and strategies outlined above, we demonstrate our commitment to continuous improvement in the delivery of our services through our Performance Improvement Plan.

On 30th 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
- Fairness
- Sustainability
- Efficiency
- Innovation

Our Improvement Objectives are developed through a process of collaboration, engagement and research. The development process commences in October with a series of workshops with senior managers and Elected Members from across Council.

Section 5 of this Self-Assessment Report details our specific Improvement Objectives for the year 2016-2017, and progress made against these. Section 5.2 gives an outline of the process carried out to develop the Performance Improvement Plan for 2017-2018. This section also provides an outline of the objectives that are included within our Performance Improvement Plan for 2017-2018.

Our Governance Arrangements for the monitoring and reporting of progress are defined within the Performance Improvement plan and are discussed within Section 4 below.

A six-monthly progress update report was considered by the Audit & Scrutiny Committee on 28th November 2016 and the year-end report was considered on 29th August 2017.

3.3 The Mid & East Antrim Performance Management - 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, Performance Improvement Plan and Business Plans	SMT/OMT	November
Business Planning template issued	Corporate Planning & Performance	October
Directorate and Service Business Plans drafted (including Team Planning days)	SMT/OMT	November - February
Draft Performance Improvement plan launched for consultation	Corporate Planning & Performance	January
Directorate Business Plan to SMT/Committee	SMT	February
Department Business Plans to Director	OMT	March
PDPs agreed, including IWO and Competency Requirements (draft)	Line Managers/ Employees	April - May
Performance Improvement Plan published on website	Corporate Planning & Performance	30 th June
Quarterly Updates on Directorate and Department Business Plans	SMT/OMT	Quarterly
PDPs reviewed	Line Managers/ Employees	September - October

Each of the Departmental Business Plans were scrutinised by the Audit & Scrutiny Committee during the 2016-2017 financial year in line with the Committee Terms of Reference.

The Business Plans were taken in a planned, phased approach. This process has proven valuable and will continue in 2017-2018.

4. Governance for Performance Management within Mid and East Antrim Borough Council

4.1 Governance Arrangements

Within Mid and East Antrim Borough Council, the following governance arrangements were established to manage performance during 2016-2017.

Whilst it is intended that the Community Plan will be the driver for the strategic direction for Council, this plan was published on 1 April 2017 and therefore at the time of writing this report, monitoring of the plan has not yet formally commenced.

The table below illustrates the governance arrangements for the Corporate, Performance Improvement and Business Plans.

	Reporting Cycle	Council/ Committee	Reporting Period
Corporate Plan	6 Monthly	Council	1 April- 30 September 1 October- 31 March
Performance Improvement Plan	6 Monthly	Audit & Scrutiny	1 April- 30 September 1 October- 31 March
Business Plans	Annually	Audit & Scrutiny	1 April- 31 March

4.2 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 Committees 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 Plan Performance
- Service Risk Registers
- Business Improvement and Efficiency Strategy Progress
- Performance Improvement Plan Performance

The Committee meets on the fourth Monday of each month, with Scrutiny Meetings taking place in January, February, April, August, October and November.

The Committee comprises of 8 Elected Members who are appointed by the Council.

5. Assessment of Performance




5.1 Performance Improvement Objectives 2016 - 2017

Mid and East Antrim Borough Council identified Performance Improvement Objectives within each of the following 3 areas as the focus of the Performance Improvement Plan 2016-2017:

- Service Quality
- Strategic Effectiveness
- Efficiency

The Performance Improvement Plan 2016-2017 was based on the strategic priorities agreed by Council in the Corporate Plan 2015-2019, approved in May 2015.

The tables below illustrate the progress made against each of the improvement objectives. The planned outcomes are outlined along with the progress made against them, colour coded as follows:

	Project is on track/completed
	Project has been delayed but still progressing
	Project has not been delivered/stopped

65% of the outcomes defined within the Improvement Objectives for 2016-2017 have been fully achieved.

Further detail on specific actions and indicators can be found within the Performance Improvement Plan for 2016-2017 on our website www.midandeantrim.gov.uk/performance

Service Quality			
Objective	Action	Outcomes by March 2017	Progress made April 2016 - March 2017
(1.1) High level of Customer Satisfaction based on standards which are well communicated to both service users and staff.	Establishing Quality Standards	<ul style="list-style-type: none"> o A Customer Service Charter establishing key corporate services standards expected across all services 	<ul style="list-style-type: none"> • SMT/OMT approved a new Customer Service Charter on 21st June 2017. The Chief Executive subsequently issued the Charter to Council staff, outlining the basic commitments expected from all staff for Customer Service. The Charter is set to be published in Midpoint, and it is planned that we ask staff to comment on proposed indicators at that time. • This project has continued beyond the timescale of the Performance Improvement Plan 2016 - 2017. Although it is not included in the Performance Improvement Plan for 2017-2018, it is expected to be delivered during this financial year.
		<ul style="list-style-type: none"> o Completion of a Scoping Exercise to determine quality standards currently operational across the Council, where gaps exist and learning to be shared 	<ul style="list-style-type: none"> • Quality Standards Scoping Exercise was completed. The report identified there was no corporate approach to quality standards and that by developing quality standards, either established and/or bespoke, would support continuous improvement.
		<ul style="list-style-type: none"> o Following Scoping Exercise, appropriate awards determined that Council may apply for to improve standards 	<ul style="list-style-type: none"> • The Scoping Exercise will be presented to SMT for consideration and approval of awards in autumn 2017.
		<ul style="list-style-type: none"> o 100% of documents submitted to Plain English Campaign will receive Crystal Mark accreditation. 	<ul style="list-style-type: none"> • MEA's Policy and Resources Committee gave approval for Plain English corporate lifetime membership on 18th October 2016, at a one-off cost of £12,000, under recommendation by the ICT/Communications Members' Working Group. • Council's Connections magazine has been submitted and received the accreditation.

Objective	Action	Outcomes by March 2017	Progress made April 2016 - March 2017
(1.2) A consistent and fair Leisure Service Pricing Policy which promotes access to leisure services across the Borough	Pricing Policy for Leisure Services	<ul style="list-style-type: none"> ○ Leisure Services Pricing Policy for Mid and East Antrim Borough Council which will be used to cost charges and fees 	<ul style="list-style-type: none"> • This objective initially related solely to a Leisure Service Pricing Policy. In order to ensure a consistent approach, the Corporate Pricing Policy Framework was developed to harmonise pricing structures and deliver value for money for ratepayers. As a result, various pricing policies were identified for development. The following Pricing Policies have been approved to date: <ul style="list-style-type: none"> - Cemeteries - Registration Service - Arts, Museums & Heritage - Markets - Allotments - Waste Services (including Public Toilets) - Planning/Shared Environmental Service - Tourism Service - Environmental Health Service - Building Regulation Service - Off Street Car Parking - Events (includes Civic Spaces) - Harbours and Marinas - Indoor Leisure - Outdoor Leisure (including Parks & Open Spaces elements)
		<ul style="list-style-type: none"> ○ Within the Pricing Policy there is an agreed concessionary pricing policy, which supports the Council's strategic priorities and is in line with the Council's duties under Section 75, Northern Ireland Act 1998 	<ul style="list-style-type: none"> • Civic Spaces (Larne Town Hall and Market Yard) and Community Centres are being presented to P&R Committee in October.
		<ul style="list-style-type: none"> ○ Charges and fees schedule developed and implemented which is well 	<ul style="list-style-type: none"> • The Equality Working Group reviewed the draft Indoor Leisure Pricing Policy on 21 March. The policy was approved by the Policy & Resources Committee on recommendation from the Equality Working Group in relation to free and concessionary use of indoor leisure facilities, for implementation from September 2017. • Charges and Fees were part of the Pricing Policy presented to Council.

		communicated to service users and staff	<ul style="list-style-type: none"> Leisure Services are working with the Communications team regarding communicating information to service users. Relevant staff have been briefed internally.
Objective	Action	Outcomes by March 2017	Progress made April 2016 - March 2017
(1.3) To create a fit for purpose, user-friendly and attractive website.	Website redesign	<ul style="list-style-type: none"> Clear understanding of audience groups and service user needs 	<ul style="list-style-type: none"> Following SMT approval in November 2015 for spend to redesign the corporate website, an extensive review of the website's architecture was undertaken to provide a more accessible and intuitive site navigation which, as advised by SOCITM, took an evidenced-based approach according to the top tasks users want. Staff continue to monitor site usage via Google Analytics and make changes accordingly.
		<ul style="list-style-type: none"> User-centric website that allows users to access information and services quickly and easily 	<ul style="list-style-type: none"> The new site went live on 24 October 2016, and was designed to allow users to identify and access information and services more quickly and easily.
		<ul style="list-style-type: none"> Effective communication of key messages about the Council 	<ul style="list-style-type: none"> 200 news articles published to News section of website in 2017 to date (08/08/17). Audience Overview - Analytics from 1st Jan 17 - 31st July 17 vs 1st Jan 16 - 31st July 16 are as follows: <ul style="list-style-type: none"> Session: Increase of 15.77% Users: Increase of 7.37% Page Views: Increase of 10.10% Returning Visitors: Increase of 23.73%
		<ul style="list-style-type: none"> Our statutory responsibilities in relation to proactive publication of information are met 	<ul style="list-style-type: none"> The site continues to develop to allow for increased access to online Council services, to ensure the security of the site and to improve the public's interaction with Council's frontline services through information provision. Browsaloud technology within the site allows those with visual impairments to listen to the content of the website read aloud.

Strategic Effectiveness			
Objective	Action	Outcomes by March 2017	Progress made April 2016 - March 2017
(2.1) To achieve a culture of high performance which will support the provision of first class frontline services which make a positive impact on the quality of life for all our citizens.	High Performing Culture Team - ACHIEVE	<ul style="list-style-type: none"> o A defined performance improvement framework in place 	<p>Performance: <i>The objective for the team was to define a Performance Management Framework which motivates staff and ensures they reach their full potential.</i></p> <ul style="list-style-type: none"> • The Performance Management Framework was drafted, outlining how Council's various plans fit together and how performance will be measured at all levels within Council. • Personal Development Planning Guidance was also developed, providing specific information on the approach that should be taken in developing individual work objectives and Personal Development Plans (PDP's). • Waste Management was selected to pilot the PDP process. The pilot was carried out in May/June 2017.
		<ul style="list-style-type: none"> o Staff are working to the core competencies to enable high performance 	<ul style="list-style-type: none"> • The Performance Management Framework and Personal Development Planning Process documentation will be finalised following the pilot and rolled out to the wider organisation, from autumn 2017.
		<ul style="list-style-type: none"> o Managers are clear about what good performance looks like and able to have critical conversations in a positive way <p>(links to all 3 work streams)</p>	<p>Communications: <i>The objective for the team was to understand how best to communicate with staff, and ensure they are well informed in their roles.</i></p> <ul style="list-style-type: none"> • ACHIEVE logo finalised. • Regular ACHIEVE Team emails are issued to inform staff. • Information flyer distributed to employees (February 2017). • Staff communication survey designed and launched in April 2017. Results were presented to P&R Committee on 20th June 2017. The results indicated that approximately 60% of staff are content with communication within the organisation. The top 3 suggestions for improving communication were Email, Team meetings and 1:1 meetings with line managers. <p>Future plans include the preparation of a Communications Framework and annual Communications Plan.</p>

			<p>Engagement: <i>The objective for the team was to define engagement processes that ensure staff are motivated, dedicated and feel that they have a 'voice'.</i></p> <ul style="list-style-type: none"> • Extensive Engagement Research has been undertaken. • Approximately 50% of staff were involved in Business Planning Team Away Days across all Departments throughout March 2017. • Options are being reviewed for a detailed Staff Engagement Survey to be conducted later in the year. <p>The Achieve Project is continued within the 2017-2018 Performance Improvement Plan.</p>
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3. Efficiency

Objective	Action	Outcomes by March 2017	Progress made April 2016 to March 2017
(3.1) Effective implementation of the Northern Ireland Executive's policy on prompt payments, improving business cash flow and supporting our local economy.	Electronic Purchasing	o Improved control environment - complete audit trail from raising of order, approval and invoice clearance	<p>This project involves the roll-out of the Electronic Purchase Ordering System (EPOS) operational at the Larne Office across all Council services and locations.</p> <ul style="list-style-type: none"> • The roll-out is only partially achieved. The objective is on target for completion during 2017-2018.
		o Prompt payment targets met	<ul style="list-style-type: none"> • 30 day target for 2016/17 - 82%. Actual 88.1%
		o Authorisation of orders across a multi-site organisation	<ul style="list-style-type: none"> • Following full implementation of the EPOS, it is planned to introduce an App which will allow Officers to raise, deliver or authorise orders from their Council tablet/mobile device.
		o Full visibility of status of purchase orders at all times	<ul style="list-style-type: none"> • The EPOS will allow full visibility of status of purchase orders at all times, enabling services to see outstanding commitments at any time. As each order will immediately create a 'committed expenditure' amount in the General Ledger, it will lead to more accurate and up to date management reporting.
		o Good customer/supplier relationships	<ul style="list-style-type: none"> • Once completed, the project will allow for automatic emailing of suppliers with order details and provide automatic matching and clearance of invoices within user-set tolerance levels. This enables Finance to speed up supplier payments in line with the Councils Prompt Payment targets.

5.2 Performance Improvement Objectives 2017-2018

In developing the 2017-2018 Performance Improvement Plan and its subsequent Improvement Objectives, the following process was undertaken by Council.

(i) Development of criteria for selecting Improvement Objectives

The NIAO Audit of the 2016-2017 Plan indicated the need for projects to be citizen-focused and of benefit to ratepayers. Following on from the audit, we developed and applied the following criteria for the selection of 2017-2018 projects:

1. Will it support the achievement of at least one of the six Community Planning Themes?
2. Will it support delivery of at least one of **Council's** Strategic Priorities?
3. Will it demonstrate improvement in at least one of the Local Government Act (NI) 2014 Improvement Areas (Strategic Effectiveness, Service Quality, Service Availability, Fairness, Sustainability, Efficiency and Innovation)?
4. Are Outcomes SMART (Specific, Measurable, Achievable, Realistic and Time-bound)?
5. Are Resources in place or committed in order to successfully deliver the project (Budget, Capacity, Leadership and Skills/Knowledge)?

On reviewing the Improvement Areas within the Local Government Act (NI) 2014, Council agreed to prioritise and focus on the following 5 areas:

- Strategic Effectiveness
- Service Quality
- Sustainability
- Efficiency
- Innovation

(ii) Consultation Process

The NIAO audit during 2016 noted a number of areas for improvement regarding our consultation of the Performance Improvement Plan for 2016 - 2017. These are outlined in section 5.4.2 below. As a result of these recommendations, we improved our consultation process for developing the Performance Improvement Plan for 2017-2018 and this is summarised below.

The Improvement Objectives were initially developed through a process of collaboration between the Operational Management Team and Community Planning officers within Council. The objectives were further developed with the Chief Executive, Senior Management Team and Elected Members, before the launch of a public consultation.

In summary, for the year 2017-2018, we undertook the following consultation activities:

- A Desktop Review of the key themes emerging from the Community Plan Public Engagement exercises.
- An Operational Management Team Workshop (29th November 2016)
- Elected Members and Senior Management Team Workshops (15th/21st December 2016)
- An 8-week Public Consultation process, which included:
 - o 3 Public Consultation events (held in Ballymena, Carrickfergus and Larne), aligned with the consultation on the draft Community Plan.
 - o An online survey on our website.
 - o An email to employees requesting their views via the online survey.

The consultation ended on 31st March 2017, and demonstrated significant support for the proposed objectives. Therefore, at the end of the consultation phase, it was recommended that these remain as the basis of the Plan.

(iii) Publication of Performance Improvement Plan

The following Improvement Objectives have been agreed for the 2017-2018 Performance Improvement Plan:

Improvement Objective	
1	ACHIEVE - High Performing Culture
2	Digitally Supported Environmental Innovation Centre - Creating 125 Jobs by 2022
3	Carrickfergus Townscape Heritage Initiative - Regeneration of Carrickfergus town centre
4	Reduction of Food Waste through Healthier Eating - Changing shopping, storing and food preparation behaviours
5	Deliver Excellence in our Citizen Experience, through Digital Transformation and improved Citizen Engagement and Choice

On reviewing the improvement objectives against the agreed selection criteria and chosen improvement areas, we believe that they are:

- Legitimate
- Clear
- Robust
- Deliverable
- Demonstrable

The Performance Improvement Plan for 2017-2018 was subsequently published on 30th June 2017.

- (iv) Review of outstanding actions from 2016 - 2017
improvement objectives

One Improvement Objective, *ACHIEVE*, was carried forward into the 2017-2018 Plan. Outstanding actions remain for 2 improvement objectives - including Customer Satisfaction and the Electronic Purchase Ordering System. These objectives are still being progressed within Council and will be completed during 2017-2018.

5.3 Assessment of Performance over time (2015 - 2016 / 2016-2017)

Mid and East Antrim Borough Council assesses performance over time using a number of mechanisms, as detailed below.

5.3.1 Association for Public Service Excellence (APSE)

Mid and East Antrim Borough Council have signed up with APSE on the ‘**NI Benchmarking Project**’, alongside 8 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. Benchmarking enables Council to:

- (1) Fulfil its statutory duty to secure continuous improvement in the exercise of functions;
- (2) Collect information relating to performance;
- (3) Assess performance in previous financial years and, as far as reasonably practicable, against other councils; and
- (4) Establish baseline data, where none already exists.

Data collection templates have been developed for eleven service areas. Six reports were tailored from existing service areas for UK performance networks, and five new service area modules were required for Northern Ireland:

Existing	New
Refuse Collection	Planning
Parks	Community Development
Street Cleansing	Economic Development
Cemeteries/Crematoria	Cultural Services
Environmental Health	Corporate Services
Sports and Leisure	

For the period 2015 - 2016, Council contributed data from:

- Cemeteries & Crematorium Services
- Environmental Health
- Sports & Leisure Facilities
- Parks & Open Spaces and Horticultural Services
- Refuse Collection and Street Cleansing

In June 2017, Council submitted data for the 2016-2017 financial year in the following areas:

- Cemeteries & Crematorium Services
- Environmental Health
- Sports & Leisure Facilities

- Parks & Open Spaces and Horticultural Services
- Planning
- Economic Development
- Corporate Services

Corporate Services includes various areas, such as:

- Human Resources & Organisational Design
- ICT
- Registration Services
- Legal Services
- Training & Learning
- Finance & Financial Services
- Democratic Services
- Cost of Services
- Accessibility

Refuse Collection and Street Cleansing figures have not yet been audited, and have not been submitted.

The data provided will be validated by APSE in accordance with their parameters, and is expected to be available from September 2017. However, it is recommended that data is used with caution, particularly for the five new modules which are still in their infancy in terms of data collection and guidance.

5.3.2 Statutory 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 area within Northern Ireland.

For 2016-2017, these were set in the functional areas of Planning, Economic Development and Waste Management.

The information is currently collated by the Department for Infrastructure, Invest NI and the Northern Ireland Environment Agency (NIEA) respectively.

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** 2016-2017 performance against these indicators is outlined in the table below.

Statutory Performance Indicators 2016-2017

Ref	Statutory Indicator	Standard to be met (annually)	Year End Result 2016-2017	Year End Result 2015-2016	Ranking against other Councils 2016-2017	Ranking against other Councils 2015-2016
P1	The average processing time of major planning applications. (An application in this category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a))	Major applications processed from date valid to decision or withdrawal within an average 30 weeks.	67.8 weeks	36.8 weeks	5 th	2 nd
P2	The average processing time of local planning applications (Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2011 (or any orders or regulations made under that Act))	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks	9.0 weeks	14.2 weeks	1 st	2 nd
P3	The percentage of enforcement cases processed within 39 weeks. (Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under the Act).	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint	88.1%	85.9%	3 rd	1 st
ED1	The number of jobs promoted through business start-up activity (Business start-up activity means the delivery of completed client led business plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes)	85	193	148	1 st	Joint 1 st
W1	The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse). (Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b))	50% household recycling by 2020	*45.07%	42.86%	6 th	6 th

Ref	Statutory Indicator	Standard to be met (annually)	Year End Result 2016-2017	Year End Result 2015-2016	Ranking against other Councils 2016-2017	Ranking against other Councils 2015-2016
W2	The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled. (Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003©)	19,579 tonnes	*19,167	19,009 (annual standard 20,115)	N/A	N/A
W3	The amount (tonnage) of Local Authority Collected Municipal Waste arisings. (Local authority collected municipal waste arisings is the total amount of local authority collected waste which has been collected by a district council)	N/A	*75,187 tonnes	75,540 tonnes	N/A	N/A

**Note: The 2016 - 2017 waste figures are provisional only and will be audited and publically released by NIEA (Northern Ireland Environment Agency) on 1st December 2017. They can be used as a strong indicator of performance and are unlikely to change, but cannot be published anywhere in advance of their release by NIEA.*

5.3.3 Self-Imposed Indicators

For the year 2016-2017, Mid and East Antrim Borough Council measured its performance using a range of self-imposed indicators. These indicators were defined within Department Business Plans across each service area and used to drive continuous improvement in all areas. Each Business Plan was scrutinised by Audit & Scrutiny committee in a phased approach throughout the latter part of the year.

On an ongoing basis, progress against outcomes and self-imposed indicators defined within business plans is reported to Council at least every 6 months using R/A/G status reports. In addition, business plan updates are provided to relevant committees, where relevant. It has been identified that not all business plans were fully completed with clearly defined performance indicators. This is an area for improvement going forward.

Within the Performance Improvement Plan 2016-2017, specific performance indicators were defined against each of the improvement objectives. Progress has been made against achieving the objectives and relevant indicators, as outlined in section 5.1. It has been noted that not all indicators were directly measurable during the year. Going forward, the Project Initiation Documents for the 2017-2018 improvement objectives ensure that indicators are clearly defined for measuring progress against outcomes, as outlined in section 5.2.

During 2016-2017, a gap was identified in relation to the lack of defined Corporate Indicators within the Corporate Plan. As a result, performance indicators were developed to measure progress against **Council's** Corporate Plan. These indicators were agreed by Council and have been implemented from 1st April 2017. The first progress update report against these indicators will be brought before Council for review in December 2017.

As outlined in section 3, a Performance Management Framework was developed during 2016-2017. This Framework contains a business planning template that has been used for Directorate and Departmental business planning for 2017-2018 (see Figure 1 below). Within the business planning template, Key Performance Indicators (KPIs) are defined against outcomes at every level of business planning.

Figure 1: Business Planning Template

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

This template ensures that business planning at all levels has been linked directly to the 5 strategic priorities contained within **Council's Corporate Plan**. This ensures a consistent approach to strategic planning across the organisation and ultimately to delivery of the Corporate Plan.

The Performance Management Framework also enables the cascade of strategic priorities to employee individual work objectives. This is planned to be fully rolled out to all employees by March 2019, as part of the ACHIEVE project defined with the Performance Improvement Plan 2017-2018.

5.4 Performance Audits

5.4.1 Internal Audit

ASM, Councils Internal Audit provider conducted 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 control objectives identified for the area of performance improvement were as follows:

- To consider the adequacy and effectiveness of the processes established at a Directorate level to support the **Council's Performance** Improvement Plan.
- To consider the adequacy and effectiveness of the processes established at the Head of Service level to support the **Council's** Performance Improvement Plan.
- To consider the adequacy of the corporate planning indicators agreed by the Council.

The audit report was considered by the Audit and Scrutiny Committee on 25th September 2017.

The audit has highlighted that there was a gap at Directorate level in relation to Business Plans. This has been addressed within the Performance Management Framework for 2017-2018.

The audit also highlighted that not all Corporate Indicators had targets or baselines, and some Business Plans were not fully completed.

These points of learning will be factored into the business planning process for 2018-2019.

5.4.2 Northern Ireland Audit Office - External Audit 2016

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

The key issues raised by the NIAO in their audit of the 2015-2016 Performance

Improvement Plan were addressed in the 2016-2017 Plan.

As a result of the audit that took place during June - September 2016, 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 of the Act and has acted in accordance with the Department **for Communities'** guidance sufficiently, including its guidance on the publication of improvement information in 2016-2017.
- Mid and East Antrim Borough Council has, as far as possible, discharged its duties under Part 12 of 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 the tables below.

1. General duty to improve

Actions Taken

- A Performance Management Framework has been introduced during 2016-2017.
- Mid and East Antrim Borough Council are participating on the APSE '**NI Benchmarking Project**', alongside 8 other Northern Ireland Councils.
- The Framework is expected to be finalised in autumn 2017, following completion of Personal Development Planning (PDP) pilot within the Waste Management service. The Personal Development Planning process is expected to be rolled out organisation-wide by March 2019.
- Approximately 50% of staff took part in the Business Planning process for 2017-2018 Business Plans.

2. Governance Arrangements

Action Taken

- The Audit and Scrutiny Committee provide monitoring and scrutiny of **Council's** responsibilities in relation to performance improvement and providing assurance to Council that its arrangements are operating effectively.
- The Terms of Reference for the Audit and Scrutiny Committee were updated to include reference to scrutiny and monitoring responsibilities for performance.
- Performance Improvement is a standing item at all Scrutiny Committees.
- There will be training for Elected Members given on 13th September 2017 regarding their scrutiny role.
- Audit and Scrutiny Committee currently receive 6-monthly reports on progress against the Improvement Objectives.
- An Internal Audit has been conducted and included a review of performance improvement during 2017.

3. Improvement Objectives

Action Taken

- The Performance Improvement Plan includes details on how each improvement objective relates to at least one Community Planning theme. The Improvement Objectives outline the benefit to citizens.
- Each 2017-2018 Objective has its own Project Initiation Document (PID), which clearly details monitoring and reporting arrangements and targets for improvement.
- Business Plans provide performance indicators and other qualitative measures to demonstrate progress.

4. Consultation

Action Taken

- A specific webpage dedicated to Performance Improvement has been developed in line with the new Council website and includes a range of information for citizens accessible via the link below:
www.midandeantrim.gov.uk/performance
- **Council's** Connections magazine has included features on Performance Improvement within Council.
- The Policy team engaged directly with citizens at Community Planning events in Ballymena, Carrickfergus and Larne during the early part of 2017 to seek views on the improvement objectives being proposed for the incoming year.
- Contact details are detailed within the Performance Improvement Plan and the Performance webpage to facilitate ongoing feedback.
- All Council staff were asked to engage through an online survey, which has also been made available to the public via the Council website.
- Formal consultation on the Performance Improvement Plan ended on 31 March 2017. Following review, a final draft of the Performance Improvement Plan, along with a summary of consultation responses and conclusions was provided to Elected Members at Full Council on 2 May 2017.
- Council Officers are committed to the development of a corporate consultation approach. A software package, specifically for consultations, has been implemented from 2017.

5. Improvement Plan

Action Taken

- The Performance Improvement Plan 2017-2018 is supported with Project Initiation Documents (PIDs), a dedicated budget and Project Leads to support delivery.
- Council Officers from Corporate Planning & Performance have worked with Community Planning and Communications colleagues to raise the profile of performance improvement.

6 Arrangements to improve

Action Taken

- Mid and East Antrim Borough Council continues to build on the arrangements in place to fully establish **Council's** approach to performance improvement.

7. Performance Reporting

Action Taken

- This Performance Self-assessment report will be published by 30th September 2017.
- Following the website redesign, performance improvement information is much easier to access.
- Elected Members, SMT and OMT are working in partnership to identify key performance indicators to inform decision-making and provide an evidence base for business and performance planning purposes.

6. Self-Assessment Summary

Area	Strengths	Areas for improvement
<p>Arrangements to secure continuous improvement</p>	<ul style="list-style-type: none"> • Mid and East Antrim Borough Council has introduced a Performance Management Framework to drive performance management and continuous improvement; • Governance arrangements for Performance Management are clearly defined within Mid and East Antrim Borough Council; • A wide range of actions have been implemented as a result of recommendations from the NIAO audit during 2016. 	<ul style="list-style-type: none"> • Full implementation of the Performance Management Framework will take a period of time before it is fully embedded within the organisation; • Further training on the role of Elected Members in relation to scrutinising the Performance Improvement Plan is planned for 13th September 2017.
<p>Assessment of Performance:</p> <ul style="list-style-type: none"> - Improvement Objectives - Statutory indicators - Self-imposed indicators 	<ul style="list-style-type: none"> • 65% of the outcomes from the Improvement Objectives for 2016-2017 have been completed; • All statutory indicators have met the standards set, except for processing of major planning applications which is influenced by legacy applications; • Indicators are defined within Department Business plans with monitoring and reporting on a regular basis; • Corporate Indicators have been implemented from 1st April 2017. 	<ul style="list-style-type: none"> • Outstanding actions from incomplete objectives are planned to be completed within 2017-2018; • Timeliness for development of business plans has been identified as an area for improvement; • There is a need to ensure that indicators are defined with clear targets and owners; • A number of corporate indicators require baseline data before targets can be clearly defined.
<p>Comparisons:</p> <ul style="list-style-type: none"> - To previous financial years 	<ul style="list-style-type: none"> • Statutory performance indicators and a wide range of self-imposed indicators have year on year figures that are used to manage performance within Departments; 	<ul style="list-style-type: none"> • The APSE 'Northern Ireland Benchmarking Project' is still in its infancy and the corporate approach to benchmarking will continue to develop throughout 2017-2018.

<p>- With other Councils</p>	<ul style="list-style-type: none">• Mid and East Antrim Borough Council are participating in the APSE 'Northern Ireland Benchmarking Project'. This will provide the basis for Mid and East Antrim Borough Council to compare its performance with 9 of the 11 other Councils across Northern Ireland.	
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7. 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 first year that Councils have been required to publish a self-assessment report in order to fulfil these statutory requirements.

This Performance Self-Assessment report for Mid and East Antrim Borough Council covers the following areas relating to performance during 2016-2017:

- Arrangements to Secure Continuous Improvement
- Governance Arrangements for Performance Management
- Assessment of Performance
- Self-Assessment summary

Mid and East Antrim Borough Council have taken forward a wide range of actions throughout 2016-2017 in order to improve arrangements for continuous improvement. These include the implementation of a Performance Management Framework, development of corporate indicators and contributing to the APSE NI Benchmarking project.

Areas for improvement have been identified as a result of this self-assessment process which includes further development and embedding of existing arrangements for continuous improvement, some of which are still in their infancy, training for Elected Members and completion of outstanding actions relating to incomplete improvement objectives from 2016-2017.

Abbreviations:

NIAO Northern Ireland Audit Office

OMT Operational Management Team

SMT Senior Management Team

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



**Mid & East
Antrim**
Borough Council

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www.midandeantrim.gov.uk/performance

We would
love to hear
from you!