

## FOR INFORMATION

<b>Public Consultation Feedback - Performance Improvement Objectives</b>	<b>18<sup>th</sup> September 2018</b>
<b>Corporate Policy and Resources Committee</b>	

<b>Linkage to Council Strategy (2015-19)</b>	
<b>Strategic Theme</b>	Innovation and Transformation
<b>Outcome</b>	More effective performance reporting to Council
<b>Lead Officer</b>	Head of Performance
<b>Cost: (If applicable)</b>	Costs allowed for within the annual budget

### 1.0 Purpose

1.1 The purpose of this report is to present to Elected Members the findings of the public consultation exercise conducted by the Performance Team as part of the Corporate Performance Improvement Planning process.

### 2.0 Background

2.1 The draft Performance Improvement Objectives were subjected to a nine week consultation period from 22 March 2018 until 25 May 2018 during which views were sought via an online survey, social media, face to face meetings, staff newsletter, Council web site and local press.

2.2 This year the Performance Team sought to actively engage with the public and as a result received a significantly increased total of 120 responses, of which 54 were written responses gathered in a public forum and 66 were online survey responses. Responses ranged from members of the public and voluntary / community organisations to local businesses and visitors to the Borough.

2.3 Consultees were asked to agree or disagree with the Council's proposed Performance Improvement Objectives and opportunity was provided for respondents to give comments to support their decisions.

2.4 Opportunity was also provided for respondents to make any suggestions of further Performance Objectives as well as general comments regarding the performance of the Council.

2.5 The feedback is attached to this report in the following annexes:

Annex 1	Main Themes per Performance Objectives
Annex 2	Feedback on Performance Objectives – Raw Data
Annex 3	Additional Comments Feedback – Raw Data

### **3.0 Next Steps**

3.1 The Performance Team will share this detailed feedback with Directors, Heads of Service and operational managers to help identify areas for improvement.

3.2 Furthermore, the Performance Team will look to use this feedback to formulate further Performance Objectives either in year or for 2019/20.

3.3 Elected Members are encouraged to provide comments and feedback to the Performance Team to help identify Improvement Priorities for the Council.

### **4.0 Summary**

4.1 Council is presented with the detailed findings of a public consultation exercise conducted by the Performance Team from 22 March 2018 until 25 May 2018.

### **Recommendation**

**It is recommended** that Causeway Coast and Glens Borough Council notes the content of the attached Public Consultation exercise.

**Improvement Objective 1 – Improve Operational Efficiency**

- Many respondents stating that any drive for efficiency should not affect front line services, jobs or safety
- However, some have questioned the number of staff that work for Council, the size of Council departments and indeed the reliance on temporary agency staff.
- Fairness and equality of investment as well as value for money is the key for many respondents.

**Improvement Objective 2 – Increased Levels of Physical Activity in CCG residents**

- Widespread support for increased physical activity amongst citizens and the positive effects that this can have in all aspects of life.
- More support for activities and schemes to assist with mental health is required
- Calls for access to physical activity for disabled citizens as well as those living in rural and isolated areas.

**Improvement Objective 3 - Assist to diversify the local economy**

- For some there is a perceived lack of investment in certain towns and villages as opposed to others.
- Over reliance in this area on low paid, seasonal, service/tourist sector jobs....what can Council do to change this?
- Many respondents however supported investment that enhanced our tourist sites and many saw tourism as a force for improving our local economy

**Improvement Objective 4 - Improve Local Area Sustainability**

- Many questions about what Council can do to improve transport and connectivity in rural and isolated areas?
- Strong support for doing more to protect, manage and open up our green spaces
- Support for Council to best futureproof itself in the face of austerity and budget cuts, and protect our best assets.

## ANNEX 2

## Performance Improvement Consultation March-May 2018

Background - The tables below contain the returned comments (raw data) from public consultation on Performance Improvement Objectives. Comments are collated by the relevant Performance Improvement Objective

### Improvement Objective 1 – Improve Operational Efficiency

Operational efficiency tends to mean trying to offer the same service for the same or less money which is basically cuts to services. Of course council should always be as efficient as possible but when council is the only one on NI not to increase rates (despite rising costs) and doesn't avail of large and easy income generating opportunities such as through car park charges then performance of the council will decline and a poorer service can be expected as a result.

That's just job cuts .Local people lose their jobs. They can't afford to stay. Forced to move away from the small villages.

If operational efficiency means a reduction of services in rural areas, then disagree. Cost reduction is a blunt tool which often affects certain residents disproportionately. Each resident, regardless of their location, should have equal access to council services.

How much does the Council spend on temp Agency workers?

Every penny should be well spent for the benefit of all citizens. There has been huge historic underinvestment in extending basic council services to disabled persons and this should be addressed.

Possible but unsure how?

Yes if it means the service to rate payers isn't lessened

Councillors are running up high legal bills this needs to be addressed

Well this is a silly question. Who doesn't want cost reduction through efficiency? Is someone really going to say cost increase through waste?

Some services will suffer for the detriment of locals, but millions will be put into local events that don't bring money to local ordinary residents only

business.

But only where it actually saves money eg you could cut something that has a negative impact on safety, which wouldn't make sense

Providing level of existing services is not reduced

Yes, but what is the impact of continuing with 0% rates rise?

Rates were in line with promises

Disagree and this will only be done in rural areas which are already struggling

To merge 4 councils – big task – requires investment

Cuts should be made at upper level, not lower. Cutting bin collections does not save money

Would prefer this objective to define a role for local community organisations to be co-operative in service delivery to achieve cost effectiveness.

Need to be careful to not throw everything away on the search of efficiency

No reduction in economies of scale as we were promised. More employees and departments now than ever before.

Why is the Ballycastle office still open when it makes sense to close it?

Too many Council employees.

Yes, but must still invest in tourist facilities

Absolutely necessary to adapt this approach and mind-set to ensure efficient delivery

Financial savings will affect key services

Need the release of equity for further developments

Savings at what cost? Will this affect frontline services?

Stop building white elephants (Waterworld, Causeway Centre) use funds in a better way

Improve facilities and attractions for tourists

Value for money

Certain areas can be reduced

Support should be provided for community groups to manage their finances

## Improvement Objective 2 – Increased Levels of Physical Activity in CCG residents

Including those with a disability. Currently Council provide no physical activity programmes for severely disabled children like my daughter. It is unacceptable to exclude severely disabled children and adults from physical activity programmes. Leisure centres require to have appropriate Changing Places toilet facilities to support disabled people attending. In addition there is currently no summer scheme provision for disabled children - it's like they don't exist. This is unacceptable.

Remit of Health service. Health of citizens most important thing

Sadly I do not see this as improving e.g. walking at night is fraught with dog foul. Limited initiatives aimed at over 60s.

Should be evenly spread, no leisure facilities in the Glens

Consideration given to including maritime related activities

Health and Wellbeing is vital

Obesity is a big problem at the minute in all areas, children and adults

People need to get fitter than what they are

Lack of good leisure facilities in Ballycastle and the Glens. Need to open up forests and cycle paths more especially greenways, horse trails, bicycle trails. Ballycastle needs a proper swimming pool.

Proactive people contribute to community, less dependent on the health service.

Facilities at Quay Road in Ballycastle are great and should be kept and added to by building a new leisure centre at Mary Street

Very important for the physical and mental wellbeing of our communities, especially our youth.

Need a football pitch in Cloughmills

This will improve health and wellbeing in the community reducing stress and health service and will make people happier

Bringing visitors to our area resulting in good for finance etc.

In relation to tourism it is vital that all steps are taken to provide facilities to attract the tourist

Ballymoney facilities not improved and lack of investment in Riverside Park. Lack of health grants

Lack of investment in Ballymoney

Health is wealth. We have such a beautiful area and should maximise its resources

Facilities in Ballycastle are dated and limited

Focus on mental health needs to be included.

Lack of investment in Glens and Ballymoney

Increasing physical activity will increase positive mental health too. Improve accessibility for rural residents.

Funded sports is a very good thing for all

Agree as long as Council will support all community by providing transport and funding activities in our local centre

Agree this is important as people are living longer

Agree as this will also benefit mental health

Whilst this is important, surely this is the responsibility of statutory agencies and health service?

We live in an incredible area of outstanding natural beauty – need to tap into this regards physical activity – currently underdeveloped

How do you ensure participation of the elderly from Rural areas



### **Improvement Objective 3. Assist to diversify the local economy**

Less emphasis on tourism with its minimum wage jobs more emphasis on careers and living wage

Except for planning, this is remit of Department for the Economy

Support required for renovations and improvements to businesses and hotels

Would like more mention of specific tourism initiatives eg Heritage Tourism

Too many tourism and zero hour contract/ minimum wage jobs

What about after BREXIT and no more EU grants?

Will help to boost job creation in the community

Portrush as a whole is in a state of disrepair and for such a prestigious event as the Open it is the Showpiece

No investment in Ballymoney Town Centre. Too much emphasis on Portrush at the expense of other areas

Lack of investment in Ballymoney, too much to legacy Coleraine areas

Creating more jobs in the area especially for young people/school leavers

Vital to encourage influx of visitors /tourists and provide access to employment locally and further afield

Community need has to be established. Emphasis needs to be on small home grown businesses within the area.

Agree, but is this focus a sustainable approach?

Need to ensure value for money in all large events supported

Great that Portrush and Coleraine are being upgraded

Too much reliance on low paid seasonal work

We need to promote new business to keep our young people in the area

This should include the creative sectors, artists etc

#### **Improvement Objective 4 - Improve Local Area Sustainability**

Sort out the planning - protect green space, stop prioritising cars, ensure that any new developments have public transport links, increase bus and train transport as well as cycling

Need to look after our area for the future

Tourism is where the potential lies

Too much consideration given to visitors, what about residents?

Castle Street, Ballycastle is derelict

Anything that helps boost the local area for ourselves and visitors would be welcome

Lack of investment in Ballymoney, too much to legacy Coleraine areas. No civic space in Ballymoney

I believe that the Council should invest in leisure facilities that would attract holiday makers to our area eg Water Park or skate park

Serious concerns over support for charitable/voluntary sector and those who support needs of the vulnerable members of our community

Less needs for grant aid and support

Tourism must be balanced with local permanent needs

Environment needs to be safe where all the community can come together

Agree, our environment is our future

We need to make sure we can look after ourselves as the money dries up

This is a very vague statement and quite meaningless without specifying in what respect. You really should aim to avoid meaningless council-speak jargon.

What does this mean?

### **ANNEX 3 Additional Feedback from Performance Improvement Consultation March-May 2018**

Background – The table below contains the additional comments and suggestions (raw data) that were received from the public consultation on Performance Improvement Objectives March - May 2018

Improvement in performance requires sufficient resources to deliver Council's statutory duties. Charge for car parking to generate income and increase rates as required as 0% is just unsustainable and negatively impacts on performance.

Support small businesses

Build a good play park in Portrush also a 3G area for football and other sports. Don't need 10 tennis courts.

reducing rates for small business in winter season

Housing the Glens area needs housing so badly.

Getting people together and seeing their views

Staff numbers against agency staff numbers. Waste of rate payer's money?

Projects to improve accessibility, inclusion and equality. Equality and inclusion improvements.

Improve parking, no parking charges for visitors. Set up system to have improved residents parking.

Lowering the rates and increasing the business in the area to year round instead of seasonal.

Infrastructure improvements for tourists

More quality hotel accommodation required in the Borough

We need a council for all residents not just business and tourism

Reduction in business rates. Or to extend first year reduction to two years.

Making the town a pedestrian zone. U claim it but it's not. I'm constantly looking over my shoulders. In addition the parking for residents in ferry quay, Hanover and abbey street is a joke. Folk can't even get into their drives with eejits unwilling to spend 20. Residents only needs to be introduced. Council also wants to look at what's best for public and consumers. The likes of Moore's have too much to say.

Improve derelict properties

Involvement of the local community. Supporting co-ops and community projects

Contribution to the local community

Would you cut the grass!!!!!!

It would be useful to have grant funding open days, where the general public can find out exactly what funding is available, when the calls open, and if they are eligible. There are roadshow events, but transparency of the services and telling people what they can apply for is a good start. Also, with the Open 2019 coming, it would be useful at this stage 1 year from the event, to advise residents what traffic calming measures, shuttle buses, parking, route closures etc will be expected. On Bank Holiday Monday it took an hour to go from Whiterocks beach to Cloughmills. It was bumper to bumper traffic. The council should start letting people know what will be happening.

Focus more on services staff and less on high cost events. Give community more options to run local events. Events such as Airshow should be run every 2 years

Promoting more outdoor activities for people of all abilities and disabilities, community gardens etc.

Make the area greener. The area is far too far dependent as public transport is poor, set some clear objectives for changing culture of car travel to active travel.

Stop using ratepayer's money to provide "VIP" areas at events. It's creating a lot of ill will towards council, as ratepayers see this as you 'riding the gravy train' at their expense.

Be more proactive in stopping fly tipping especially in Somerset ridge area. Also the usual dog poo issues are unresolved to date.

How the local area is promoted to the world

Realignment of sporting facilities with local community. The Railway Road facility is poor relative to other town e.g. deal with the University to provide enhanced facilities for the Coleraine community. Dog fouling is a particularly shocking area - every tried walking the Cliff Walk in Portstewart or from the Council Offices into Coleraine? Promises .... promises BUT no action.

Better signage at tourism attractions/areas and buildings of interest. More projects for derelict buildings which are increasing annually especially in small villages. Better car parking space to take traffic off the street and allow free flow of coaches etc along Causeway Coastal Route with proper designated parking at all tourist viewing points.

Creation of a Vision Strategy, say, Causeway Coast and Glens 2030. A clear vision would underpin the other Performance Objectives

More facilities in rural areas

Need to think about the rate payer, the person who lives here, we need proper help – well paid jobs/good education/transport/leisure

Too much emphasis on developing second homes/tourist economy

There is a derelict area in the Killowen area which could be used to put exercise equipment etc open air gym?

Could we please get an outside gym in our empty space on Killowen Street

Perception of lack of funding for Ballycastle and Moyle area. Bad impact in Tourists. Too much attention on places such as Portrush and Portstewart.

Ballycastle needs a regeneration strategy

Ballycastle has an old enterprise zone?

To ensure that rural communities within CCGBC area are more integrated within the Council in service delivery plans

More historical information available in our local villages such as an Information Board in Ballykelly.

Performance overall in legacy areas to show difference in spend, community help etc.

Publish list of numbers of departments and staff ion old legacy councils as opposed to new Council.

Councillor attendance at meetings and events

Report on a department performance instead of whole council.

Streamlining of organisation removing unnecessary levels of management.

Wider communication with a broader cross section of community groups to better understand specific needs/challenges of community groups and how they can be increasingly supported.

Active Partnership working

Need to link with support networks eg CRUN, BCRC, NACN etc to link residents into funding streams, projects and support networks. Need to set up partnerships with these networks to ensure that no groups are left behind.

Education and learning – skills and apprenticeships

Social innovation – look at things that do not fall into the usual normal boxes

Planning is major issue for smaller communities. It could be a major tool for socially viable communities. Instead too much emphasis and allowance is given to 2<sup>nd</sup> home developments. Unless this is limited as a matter of community policy smaller communities lose school, transport and commercial outlets and disembowelled.

Large rural population therefore would like to see how you propose to bring services to the community's or assist bringing the residents to the services. Leisure facilities is great, but not available or accessible to all.

More transport in rural areas to maintain north coast transport and help from the Council to roll out after 6pm to at least 11pm for people to attend night classes/functions etc. More support for rural community halls.

More workshops to help people with alcohol and drugs issues, as well as programmes to help those with mental health and depression issues.

Cleaner areas for disabled adults to use the toilets and get changed in public building and in towns.

Transport links for rural communities. A community bus?



Council need to explore more help for the elderly and encourage them

Transport is an issue. Use of taxis for local clubs is very costly

Volunteer recruitment - £1000 stipend perhaps

Better transport for rural communities

Improvements required in our infrastructure particularly will help hospitality, Accommodation and activity provision.

Bypass in Dungiven at the moment and the affects it is having

Awareness of PEACE IV and Good Relations projects, helping to assist in enhancing our diversity.

More collaborative working, town team investment, inter village forums/networks

Improvements in rural transport required

More support for local schools and groups for children from the very young to teenagers to deliver out of school opportunities to help educate them and help them grow as individuals, prevent anti-social behaviour and make better choices that could shape their future.

Monitor reduction for waste going to landfill vis River Ridge Recycling from our schools who currently don't have provisions to separate food waste etc.

Build on the creative artists, producers in this area

Poor housing stock in CCG. Much of it is over 50-60 years old.

Rural transport