



**Causeway
Coast & Glens
Borough Council**

Corporate Performance Improvement Plan 2022-2023 June 2022



Contents

Section	Page
Introduction	3-4
How do we identify and select the Improvement Objectives?	5
Consultation process	5
Arrangements to discharge Council's General Duty to Improve	6-10
Further arrangements to discharge Council's General Duty to Improve	11
What are Council's Governance arrangements for monitoring progress towards improvement?	12
The 2022/23 Causeway Coast and Glens Performance Improvement Objectives	13-23
What relationship does the 2022/23 Plan have to the (previous) 2021/22 Improvement Objectives?	24-25
Statutory Performance Indicators 2022/23	26-29
Self-Imposed Indicators 2022/23	30-36
Your opinion matters	37

Introduction

Causeway Coast and Glens Borough Council is proud to present its Performance Improvement Plan for the year 2022/23.

The year 2021/22 was another exceptional year with exceptional challenges continuing to be faced by the Council. Confronting and addressing these challenges have been a key driver for Council and this continues to be the case. The lasting impacts and effects of Covid-19 pandemic have impacted us all to one extent or another and the Council is no exception. Council has had to explore new ways of providing public services while trying to maintain quality, accessible interactions with our local community. During 2021/22 Council has been striving, as much as possible, to return to pre-pandemic levels of service, and if possible, to improve upon that, and this is evidenced in the Objectives set out in this report.

Improving the quality of life for our citizens and visitors is the key focus for Council. We see this as not just being about excellent service delivery, although this is an important aspect of our work, but also by looking outward to how we as a Council can help improve economic prosperity and how we can protect, promote and enhance the unique natural environment of Causeway Coast and Glens. We know that involving our local community in this work is essential and we are very aware of the leadership and facilitated support that should come from council to champion, advocate and enable improvement for Causeway Coast and Glens citizens.

The Causeway Coast and Glens Borough Council was formed on 1st April 2015 from the four Legacy Councils of Ballymoney, Coleraine, Limavady and Moyle. Characterised by its beautiful beach resorts, the Causeway Coast and Glens area is home to world renowned heritage sites such as the Giants Causeway and globally recognised golf destinations such as Royal Portrush. It presents a strong arts and cultural offering with established cultural activities, festivals and globally renowned sporting events such as the Super Cup NI (formerly Milk Cup), The North West 200, the 2017 Irish Open, and The Open in 2019 and 2025. It offers a superior quality of living to its residents and is an attractive tourist destination.

Definition of Improvement

“Improvement” in the context of the Local Government Act (NI) 2014 means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the Council. Improvement for Causeway Coast and Glens Borough Council focusses on the issues that are important to our citizens and customers and means doing things that will enhance the sustainable quality of life and environment for our citizens thereby helping us to create a better future for all.

At Causeway Coast and Glens Council we continue to define ‘improvement’ in the broadest, most strategic sense with a focus on providing leadership for the Borough while continuing to deliver best value and quality services to our ratepayers and other stakeholders.

What is the Duty to Improve for Councils?

Part 12 of The Local Government Act (Northern Ireland) 2014 sets out that all Councils are under a general duty to make arrangements to secure continuous improvement in the exercise of their functions. It sets out a number of Council responsibilities under a performance framework. The Act requires councils to set one or more improvement objectives each financial year and to have in place appropriate arrangements to achieve those objectives. An Improvement Plan is designed to demonstrate to citizens and other stakeholders how we will deliver on this duty.

In this Performance Improvement Plan for 2022/23, we set out how we will deliver each Improvement Objective in at least one of these seven improvement areas as stipulated in S.84(2) of the Local Government Act (Northern Ireland) 2014:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

What is the Duty on the Local Government Auditor?

Performance improvement plans and the arrangements by which performance is delivered will be audited by the Local Government Auditor. The Act requires that the Local Government Auditor should:

- Carry out an annual improvement information and planning audit of all Councils each financial year to determine whether a Council has complied with its duties in relation to the publication of an Annual Performance Report.
- Carry out an improvement assessment of all Councils each financial year to determine whether a Council is likely to comply with the overall Improvement duty in the year or years ahead (i.e. forward looking)
- Issue an **Audit and Assessment Report** by 30th November each year to those Councils as specified by the Department.
- Issue a **Special Inspection Report** following any special inspection.
- Issue an **Annual Improvement Report** to the Councils in receipt of an Audit and Assessment Report and/or a Special Inspection Report.
- Make recommendations to the Department on the need to issue a direction to a Council.

How do we identify and select the Improvement Objectives?

Against each Improvement Objectives in this Plan we have provided some commentary on the reason for their selection. Further to this, the main contributing factors and activity towards the creation of Improvement Objectives were:

- Outcomes and areas for improvement within the NIAO Section 95 Audit and Assessment Reports, as well as Council Internal Audit process
- Analysis on data provided by the Council's 2022 Citizen's Survey
- Critical self-analysis of Council's Performance by Senior Officers
- Analysis and debate by Members during Council Committee sessions
- The Performance Improvement Consultation process
- Analysis of Council's performance against the APSE led National Performance Benchmarking indicators

Consultation Process

The first stage of consultation with citizens in the year 2021/22 was the rollout of Causeway Coast and Glens Council's first ever Citizens Survey. The Citizen's Survey was opened on 24th November 2021 and then closed on 7th January 2022. An invitation leaflet to take part was delivered to every domestic address in the Borough. A promotional video was developed and issued through Council's social media channels and local press and media were also utilised.

Council have received 2,268 responses in total, with an excellent completion rate of 82%. For a population the size of Causeway Coast and Glens, this is a statistically significant number, which means that we can have a high degree of confidence (95%) that the views expressed will be in line with those of the population as a whole.

The second stage of consultation was formulated around some more specific Improvement Plan related topics. As such Council published an online survey asking citizens for their opinions on our Performance Improvement Objectives. This exercise has been open since 13th April 2022 and remains as such, during which time views were sought via an online survey, social media, staff newsletter and the Council web site. Council received 59 responses including over 200 separate comments.

The Performance Team has also engaged with Council Heads of Service and Directors on Improvement requirements within their service area. These senior officers have all provided responses, completing the relevant templates with their Service specific areas for improvement.

A full consultation report, including outcomes from the Citizens Survey will be published alongside this Performance Improvement Plan and placed on the Council's website.

Furthermore, the information gathered from the consultation has been shared with Council Services to ensure that they have received updated information regarding the quality of the services that they are providing.

Arrangements to discharge Council's General Duty to Improve

Causeway Coast and Glens Borough Council is committed to achieving continuous improvement in the exercise of its functions as set out in the forward-thinking themes detailed within the Corporate Strategy 2021-25. The Performance Improvement Plan is set within a strategic hierarchy of key Plans which provide a comprehensive picture of the arrangements through which Council discharges its duty to improve. Please see below:

Causeway Coast and Glens Community Plan
<p>What is this?</p> <p>The purpose of community planning is to develop a long-term vision and plan for the Causeway Coast and Glens area and all its citizens based on thorough analysis of needs, priorities, and opportunities in order to address them. To achieve this vision, we have adopted an integrated view of the social, economic and environmental needs of our area. The Community Plan is the key over-arching framework for partnerships and initiatives in the Causeway Coast and Glens area.</p>
<p>What time period does it cover?</p> <p>2017-2030</p>
<p>What is the approval and monitoring processes in place?</p> <p>Overseen by and reports to the Causeway Coast and Glens Community Planning Partnership which has representation from all the Community Planning Partners. Within Council reports on progress are brought to the Corporate Policy and Resources Committee before final approval by Council.</p>
<p>How often is this reviewed and reported on?</p> <p>On a quarterly basis</p>
<p>Indicators and Outcomes included?</p> <p>The key outcomes contained within the Community Plan identified three overarching long-term strategic Population Outcomes together with twelve Intermediate Outcomes in-line with the proposed Programme for Government 3 as outlined below:</p> <p>A HEALTHY SAFE COMMUNITY</p> <ol style="list-style-type: none">1 All people of the Causeway Coast and Glens benefit from improved physical health and mental wellbeing2 Our children and young people will have the very best start in life3 All people of the Causeway Coast and Glens can live independently as far as possible and access support services when they need it4 The Causeway Coast and Glens area feels safe

5 The Causeway Coast and Glens area promotes and supports positive relationships

A SUSTAINABLE ACCESSIBLE ENVIRONMENT

6 The Causeway Coast and Glens area is widely recognised and celebrated for its unique

natural and built landscapes

7 The Causeway Coast and Glens area has physical structures and facilities that further

growth, access and connections

8 The Causeway Coast and Glens has a sustainably managed natural and built environment

A THRIVING ECONOMY

9 The Causeway Coast and Glens area provides opportunities for all to contribute to and

engage in a more prosperous and fair economy

10 The Causeway Coast and Glens area attracts and grows more profitable businesses

11 The Causeway Coast and Glens area drives entrepreneurship and fosters innovation

12 All people of the Causeway Coast and Glens will be knowledgeable and skilled

Causeway Coast and Glens Council Corporate Strategy

What is this?

Our Corporate Strategy is a high-level statement of the Council's commitment to the Borough over the next four years. It provides a focus and direction for the Council given the challenges that face us now and into the future. It is the foundation for our work and will establish the direction, style and standards for the Council to 2025.

What time period does it cover?

2021-2025

What is the approval and monitoring processes in place?

Approved and monitored directly by Council

How often is this reviewed and reported on?

Every 6 months

Indicators and Outcomes included?

The five strategic priority themes are:

- Cohesive Leadership
- Local Economy
- Improvement and Innovation
- Healthy, Active and Engaged Communities
- Climate Change and Our Environment

Under each of these 5 Strategic Priorities, the Corporate Strategy sets out:

- The desired outcome against each theme
- Indicators for each outcome, confirmation of how we will monitor progress to the stated outcome
- A range of strategic projects which the Council's Departments are developing (new) and delivering (current)

Council Directorate Business Plans

What is this?

Directorate Business Plans are the key documents for each Council Directorate, set on an annual basis, which lay out the work and responsibilities of that specific Directorate, including their annual aims, targets, outcomes and budgets.

What time period does it cover?

Annual Business Plans, 2022-23

What is the approval and monitoring processes in place?

Each Directorate Business Plan is recommended for approval by their relevant Council Committee before final ratification by full Council.

How often is this reviewed and reported on?

Reviewed and reported to Council Committee on a 6 month and year end basis.

Indicators and Outcomes included?

Each Plan will include the complete set of the Directorates self-imposed and, if applicable, statutory indicators. These documents hold the largest collection of annual targets and outcomes for each area of Council's work.

Causeway Coast and Glens Performance Improvement Plan

What is this?

Part 12 of The Local Government Act (Northern Ireland) 2014 sets out that all Councils are under a general duty to make arrangements to secure continuous improvement in the exercise of their functions. It sets out a number of Council responsibilities under a performance framework. The Act requires councils to set one or more improvement objectives each financial year and to have in place appropriate arrangements to achieve those objectives. An Improvement Plan is designed to demonstrate to citizens and other stakeholders how we will deliver on this duty.

What time period does it cover?

Annual document, covering the period 2022-23

What is the approval and monitoring processes in place?

Performance Improvement Plan is recommended for approval by Council's Corporate Policy and Resources Committee before final ratification by full Council in June of 2022.

How often is this reviewed and reported on?

Reviewed and reported to Corporate Policy and Resources Committee on a 6 month and year end basis.

Indicators and Outcomes included?

The three most significant set of indicators and outcomes that are covered by the Performance Improvement Plan are:

- The annual Performance Improvement Objectives
- Statutory Indicators
- Council's self-imposed indicators

APSE led National Performance Benchmarking Network

What is this?

This is the National Performance Benchmarking Framework that is led and facilitated by APSE Performance Networks. Through membership of this network, Council is subject to and contributes data against over 160 Performance Indicators across 12 Services areas. Council will now be able to extensively benchmark its performance against that of other Councils in Northern Ireland in order to comply with its statutory duties, identify areas for improvement, share good practice and increase accountability of its performance through public reporting.

What time period does it cover?

Benchmarking reports are conducted on an annual basis

What is the approval and monitoring processes in place?

Each Directorate reports to their relevant Committee on their respective Benchmarking performance

How often is this reviewed and reported on?

Reviewed on a 6-monthly basis, with one annual upload of performance information directly to the Benchmarking Network.

Indicators and Outcomes included?

Council is subject to and contributes data against over 160 Performance Indicators across 12 Services areas, ranging from street cleansing and waste collection to leisure centre usage and registration services etc. These indicators will be included within the annual Performance Improvement Plan under the section relating to Self-Imposed Indicators.

Council's Performance Self-Assessment Report

What is this?

This document is Council's annual statutory obligation to conduct a self-assessment exercise of its performance over the previous year against its own indicators and outcomes, as well as against the performance of other Local Authorities in Northern Ireland.

What time period does it cover?

A Performance Self-Assessment will cover the period of one financial year.

What is the approval and monitoring processes in place?

Council's Self-Assessment will be approved each September by Corporate Policy and Resources Committee before ratification by Full Council.

How often is this reviewed and reported on?

Once a year, in September

Indicators and Outcomes included?

Council's self-assessment of performance is focused in the three main areas of the Performance Improvement Plan:

A – Performance Improvement Objectives

B – Statutory Performance Indicators
C – Self Imposed Indicators

Beyond the Performance Improvement Plan, some of the key arrangements in place to ensure that Council meets its General Duty to Improve are as follows:

Performance Improvement Data Management Software - Council's Performance Team, working closely with Councils' own Digital Services Team, have created, built and developed new Performance Management Software for Council named "Perform". Perform is used to assist in the monitoring and reporting of progress against Performance Improvement information. The key performance indicators and improvement actions from annual Performance Improvement Plans as well as Service and Directorate Business Plans are used to populate the digital platforms created.

Furthermore, the APSE led national Performance Network Indicators have also been added to the suite of indicators that will be managed with the new software platform.

In 2022/23 Council will ensure that development in this area continues, with accessibility and training for applicable staff, and access and guidance for elected members granted.

Out with the cost savings and flexibly bespoke nature of the new software, one of the additional benefits of this has been that the Digital Services team have been able to improve themselves and their skill set, adding further value to the organisation and increasing the capacity and capability of their team.

The arrangements the Council has put in place to secure continuous improvement are subject to an annual audit and assessment by the Northern Ireland Audit Office. The outcome of the Performance Audit and Assessment is expected in November 2022. Subject to the General Duty of Improvement being met, the Northern Ireland Audit Office will issue a Letter of Assurance to both the Council and Department for Communities.

Council is also subject to, on an annual basis, and Internal Audit of the Performance Function, which provides

Information on decision making is made available through Council and Committee Meeting Minutes and Reports being available on the Council's website.

During 2022/23 Council has committed to develop an updated Performance Improvement Policy and Cycle to underpin its continuous improvement approach.

A suite of Council policies are in place to underpin the delivery of strategies and services and ensure consistency of approach in terms of the Council's values and principles. Examples include the Council's Equality Scheme, Records Management Policy, Health and Safety Policy and Risk Management Policy. Other processes include the financial audit process, internal audit, external reporting such as the annual Sustainability Report or annual Equality Progress Reports.

What are Council's Governance arrangements for monitoring progress towards improvement?

The Council aims to ensure that performance is formally identified, assessed and managed in accordance with the Local Government Act (NI) 2014 (Part 12). To this end the following arrangements are in place:

- The process for monitoring, tracking and reporting on the progress of the Performance Improvement Plan will be managed on a day-to-day basis by the Council's Performance Team, with significant input from nominated colleagues within each of the Directorates.
- The Corporate Policy and Resources Committee assumes a scrutiny, monitoring and approval role for performance improvement and will be presented with quarterly performance updates and performance information normally on a quarterly basis.
- Council's Audit Committee assumes an Audit and monitoring role, with specific responsibilities to monitoring the outcomes of Performance related audits and the progress Council is making against the recommendations laid out in said audits.
- Council's membership of the APSE led National Performance Benchmarking Network has ensured that there is a much more accurate, robust and evidence-based approach to Performance benchmarking with other Local Authorities.
- Perform software will be used to assist in the monitoring and reporting of progress against Performance Improvement information. The key performance indicators and improvement actions from annual Performance Improvement Plans as well as Service and Directorate Business Plans are used to populate the digital platforms created, and accessibility for staff and elected members can be granted at whatever stage is deemed necessary and appropriate.
- The Council's appointed in-house Auditors will undertake a six month audit in relation to progress of work being undertaken in relation to the annual performance improvement plan and report performance to the Audit Committee
- When any concerns are raised by Committee regards progress against the Performance Improvement Plan, then this will be reviewed as soon as possible by the Council's Strategic Leadership Team and wider Management Team.
- Many of the actions within the Performance Improvement Plan will continue for an extended period of time to assess longer term performance improvements and impacts.
- The Causeway Coast and Glen's Community Plan, The Council's Strategy and Departmental Business Plans form an integral part of the performance improvement process. Within these Plans Council's resources will be aligned, focusing on priority areas to maximise the delivery of improvements for citizens

The 2022/23 Causeway Coast and Glens Performance Improvement Objectives

2022/23 Performance Improvement Objective 1

Through our Leisure provision, we will return to, and improve upon, pre-pandemic levels of participant usage, income generation and leisure membership

2022/23 Performance Improvement Objective 2

We will further develop and embed improvements to Council's Performance Improvement and Business Planning processes

2022/23 Performance Improvement Objective 3

We will successfully resolve all Entertainments Licence renewals within agreed target timescales

2022/23 Performance Improvement Objective 4

We will improve the provision of our front-line Operations and Estates Services through the recruitment of permanent staff to our agreed staffing structure

2022/23 Performance Improvement Objective 5

Working closely with Community Planning partners, we will work to sustain and improve the mechanisms for engagement between Council and young citizens

2022/23 Performance Improvement Objective 1

Through our Leisure provision, we will return to, and improve upon, pre-pandemic levels of participant usage, income generation and leisure membership

Senior Responsible Officer

Director of Leisure & Development

Why has this objective been chosen?

This Objective has been chosen for several key reasons:

- This Objective relates closely to a key Improvement Objective that Council was perusing between 2018 and 2020. Considerable progress and improvement was being made but this was abruptly halted due to the impact of the Covid 19 Pandemic. Council is now pleased to be able to revisit this key area of front-line service delivery and set aims to return to, and then improve upon, pre-pandemic levels.
- Service level data has identified that this is one of the areas most impacted by the Covid-19 pandemic.
- Self-assessment of performance at the Leisure and Development Directorate level has identified this as an important year for this area of work and significant organisation and planning is being directed towards improvements in this area of delivery
- At a strategic level, Council is currently consulting and developing plans for the creation of new leisure centre provision in the Borough, notably in Ballycastle in Coleraine. Financial and strategic commitment at this level has to be matched with an ongoing quest to improve the leisure services we provide, and this Objective sets to monitor and report on this.

Outputs (The things that we will do in 2022/23)

- Deliver a new leisure centre membership campaign with 4 special promotions during the year
- Increase number of “live” and “new” leisure members
- We will review and upgrade our leisure and gym equipment across all centres
- Implement agreed price increases, membership alignment and introduction of new ‘Thrive’ Household Membership to increase revenue.
- Survey of satisfaction for customers

Outcomes (The measurable differences we will make in 2022/23)

- Increase revenue to pre pandemic levels, £2,184,251
- Increase leisure provision utilisation levels to pre pandemic levels of 642,127

- Increase social value by 10% from £1,683,485 in 2021 to £1,935,721 in 2022 (UK Active Social Value Report)
- Implement 'Thrive' Household Membership priced at £50 month, to a target of 300 households
- Increase "new" Member Sales by 15% from 3,524 in 2021/22 to 4,052.
- Increase 'Live' Memberships by 10% from 2,893 in 2021/22 to 3,182.
- Improve membership retention rate from 8% to 6%
- Improve Customer Satisfaction rates by 10% on 2020 Survey (11 questions related to service asked) Example, rate 'Overall Quality of Service', score 4.08 out of 5. Increase to 4.48

What improvements are citizens likely to see moving forward?

Busier and better equipped leisure centres, with more participants, providing more opportunities for leisure activities at fair prices across the Borough

Which of the 7 aspects of improvement does this objective relate to?

Service quality
Service availability

Community Planning outcome

A Healthy Safe Community

Associated Corporate Plan 2021-25 Strategic Priority

Healthy and Engaged Communities

2022/23 Performance Improvement Objective 2

We will further develop and embed improvements to Council's Performance Improvement and Business Planning processes

Senior Responsible Officer

Head of Performance

Why has this objective been chosen?

This Improvement Objective is being carried over from the previous Performance Improvement Plan as Council recognises that there is still scope for further improvement in this area.

Council has been working over the past 3-4 years to develop and grow a culture of Performance, Improvement and Reporting within its corporate structures. This has been acknowledged by both Internal Audit and the annual NIAO Performance Audit. However, there has been still some distance to travel, and indeed many of the recommendations and areas for improvement made within Audits have been focused on the following themes:

- Identification of areas for Improvement
- Collation, retention, and utilisation of baseline data in Business Planning processes
- Business Planning – Date of approval within financial year, regularity of update reporting, quality of indicators and outcomes included
- Benchmarking – Integration of Benchmarking processes into Business and Service Planning
- Further development required for Council's digital Performance Management software
- Requirement for an updated Performance Improvement Policy and the creation of an agreed and documented Performance Improvement Cycle for Council.

This Objective has therefore been chosen to ensure prominence is given to addressing these issues highlighted above and to bring the clear improvements that they will present.

Outputs (The things that we will do in 2022/23)

- Deliver improved Directorate Business Plans to Council, with mid and year end reporting.
- Complete our second full year as a contributing member of the APSE led National Performance Benchmarking Network, and ensure that these outcomes are reported on by Service areas
- Continue to develop and rollout a new Performance Management Software solution for Council "**Perform**" with staff trained in its usage

- Develop and deliver an agreed and combined documented Performance Improvement Cycle and Policy for Council
- Assess training needs of staff and Elected Members in relation to the Council's Performance Improvement Cycle, and then provide said training
- Performance Team will report to Audit Committee directly on a quarterly basis with regards to Council's progress against Performance related Audit Recommendations

Outcomes (The measurable differences we will make in 2022/23)

- Deliver 2022/23 Directorate specific Business Plans to Council, containing key indicators, outcomes and budgetary targets, by end May 2022
- Provide a mid year update on progress against Business Plan targets to Council Committee by end December 2022
- Contribute a full batch of 2021/22 performance related data to the APSE Performance Benchmarking portal by July 2022, as well as a further refined contribution for the "second batch data capture" exercise in February 2023.
- Complete the population of the Perform software solution for the year 2022/23 by end August 2022, with staff trained by end September 2022
- Use Perform to collate data and issue reports for Business Plan updates in December 2022 and to collate data and issue reports for APSE Indicators return in January 2023
- A new Performance Improvement Cycle and Policy Document to be presented to Council by September 2023.

What improvements are citizens likely to see moving forward?

This Improvement Objective is at the very core of delivering against the Performance Duty that is set for Council on the 2014 Local Government Act NI. Citizens will be able to see that our decision governance, performance, and reporting processes are all improved in terms of clarity, accountability, modernisation and transparency.

Citizens should also see that success within this Objective will directly link to more improvements and better delivery in other areas of Council's work.

Which of the 7 aspects of improvement does this objective relate to?

Strategic effectiveness
Innovation

Community Planning outcome

A Healthy Safe Community

Associated Corporate Plan 2021/25 Strategic Priority

Cohesive Leadership
Improvement and Innovation

2022/23 Performance Improvement Objective 3

We will successfully resolve all Entertainments Licence renewals within agreed target timescales

Senior Responsible Officer

Director of Environmental Services

Why has this objective been chosen?

In the process of developing this Plan, Service areas were asked to complete a self-assessment of their own Service Level data to identify areas for improvement and potential Improvement Objectives. The Environmental Services Directorate identified this area as one that presented significant liabilities for Council and indeed was in need of an improvement focus.

In a post-pandemic operating environment, Council is looking at all ways in which it can assist businesses recover, especially those that have been hit hardest. This objective identifies how Council's responsibility towards entertainments premises can be improved especially in terms of ensuring continuity of trading and operating normally.

Outputs (The things that we will do in 2022/23)

- Council will review its processes for managing its Entertainments Licence renewals process and introduce improved working practices and procedures.
- Council will develop, approve, and implement a new Entertainments Licence Renewals Policy
- Council will engage with citizens and stakeholders with regards to these improvements and changes

Outcomes (The measurable differences we will make in 2022/23)

- 100 % of Entertainments Licence renewals to be successfully resolved within 8 weeks of expiry. This is set against a baseline position of 27% in 2021/21.

What improvements are citizens likely to see moving forward?

Citizens will see a clearer and more proactive approach to the Entertainments licence renewals system, thus ensuring compliance and continuity in the services

that are provided. This will be especially clear to the service industry as Council is responsible for the licensing and inspection of approximately 246 Entertainment licensed premises.

Which of the 7 aspects of improvement does this objective relate to?

Fairness
Efficiency

Community Planning outcome

A Thriving Economy

Associated Corporate Plan 2021-25 Strategic Priority

Local Economy

2022/23 Performance Improvement Objective 4

We will improve the provision of our front-line Operations and Estates Services through the recruitment of staff to our permanent staffing structure

Senior Responsible Officer

Director of Environmental Services

Why has this objective been chosen?

During the Covid-19 pandemic and subsequent periods of lockdown, Council's key front line Environmental Waste and Cleansing services continued to be provided for citizens due to the diligent and dedicated staff who work in those teams. Never before was the value of a committed, steady and experienced workforce more clearly demonstrated than then. Council is moving to improve and consolidate the working arrangements for the many staff who provide these vital services.

In preparation for this Plan, and during the consequent Environmental Services Directorate level self-analysis of areas for Improvement, both Estates Services and Operations highlighted this as their key area for improvement over the upcoming year.

In the Causeway Coast and Glens Citizens survey 2021/22, Refuse Collection was perceived as the most important service for citizens. It was also the Service area that scored most highly on questions around performance. The second most important service to citizens was street cleansing. These findings have reiterated to Council the importance of ensuring continuing improvements are pursued in this area of service delivery.

The public consultation exercise conducted in preparation for this Plan asked citizens to rate their preference for draft prescribed Improvement Objectives. The Objective that received the joint highest support was the Objective based on populating and maximising the number of roles filled by permanent staff.

Outputs (The things that we will do in 2022/23)

- Council will actively conduct recruitment exercises to fill its agreed staffing structure with permanent employees.
- Council will provide recruitment, personal development and interview related training to staff who are engaging in the recruitment process
- Council will engage with all relevant stakeholders during this process and will report to Council on progress

Outcomes (The measurable differences we will make in 2022/23)

- Recruit 48 workers to permanent posts in Estates Services that are currently filled with Agency staff.
- Significant reduction in the cost of Agency staff to Estates Services, which had a total cost of £1,199,710 in 2021/22

- Recruit 53 workers to permanent posts in Operations Services that are currently filled with Agency staff
- Significant reduction in the cost of Agency staff to Operations Services, which had a total cost of £3,180,395 in 2021/22

What improvements are citizens likely to see moving forward?

The expected improvements that citizens are likely to see here are closely related to the benefits that come from a stable, experienced, and multi skilled workforce. Amongst these are the following:

- Reduced staff turnover
- Reduced resources spent on agency recruitment
- More motivated workforce of permanent staff
- Increased emphasis and knowledge in terms of H&S with permanent staff developing the experience and knowledge to be more operationally efficient
- Increased ability for Council to have a more multi-skilled workforce, with staff in permanent roles having time to develop their skills across several operational tasks, and thus allowing Council to be more resilient and flexible when the service requires it.

Which of the 7 aspects of improvement does this objective relate to?

- Service quality
- Service availability
- Sustainability
- Efficiency

Community Planning outcome

A Sustainable Accessible Environment

Associated Corporate Plan 2021-25 Strategic Priority

Climate Change and Our Environment

2022/23 Performance Improvement Objective 5

Working closely with Community Planning partners, we will work to sustain and improve the mechanisms for engagement between Council and young citizens

Senior Responsible Officer

Director of Corporate Services

Why has this objective been chosen?

In the Causeway Coast and Glens Citizens survey 2021/22 citizens were given the option to provide additional comments on areas where they felt that Council could improve. One of the clearest themes to emerge was the perception that Council needed to improve its mechanisms for engaging with Young People. Also, the Citizens' Survey response rate demonstrated significant difference in the age profile of respondents, with the aged 34 and under section only accounting for 12% of the total 2,300 respondents, and thus suggesting a need for some focused work to engage directly with young people.

The public consultation exercise conducted in preparation for this Plan asked citizens to rate their preference for draft prescribed Improvement Objectives. Themes that scored highly were in relation to engagement with citizens and also increasing the mechanisms for engaging with young people.

Council has been keen to enhance relationships between the Performance Improvement Plan and the Community Plan, and has been exploring opportunities

Outputs (The things that we will do in 2022/23)

Working with Community Planning Partners:

- Deliver a Youth Engagement conference in June 2022
- Through Youth Voice Programme increase the number of participants in, and number of opportunities to, engage with Council and Community Planning Partners.
- Council will explore the mechanisms available for young people to be more involved at the early stages of policy development processes
- Council will develop a new Communications Strategy to explore the ways in which we engage with all sections of our communities including our young citizens.

Outcomes (The measurable differences we will make in 2022/23)

Working with Community Planning Partners:

- Attract more than 150 young people to the Youth Engagement Conference in June 2022
- Attract more than 6 different organisations to run information stalls at the Youth Engagement Conference in June 2022.
- Grow the membership of the Youth Voice Project Board beyond the current 12 representatives
- Through Youth Voice Programme plan and conduct more than 4 topic specific consultation exercises.

What improvements are citizens likely to see moving forward?

Citizens are likely to see more opportunities and mechanisms through which young people can engage with Council and its Community Planning Partners. Citizens are also likely to see increased promotion and awareness of the means that young people have to engage with Council.

Which of the 7 aspects of improvement does this objective relate to?

Service quality
Fairness

Community Planning outcome

A Healthy Safe Community

Associated Corporate Plan 2021-25 Strategic Priority

Healthy and Engaged Communities

What relationship does the 2022/23 Plan have to the (previous) 2021/22 Improvement Objectives?

The duty to improve is a continuous and ongoing process. As such, no one Performance Improvement Plan sits in total isolation, and indeed the themes and Objectives from one year to the next will often have commonalities.

Furthermore, the Performance Improvement Plans can carry Performance Improvement objectives over a number of years as seen in the table below. This can be due to either strategic changes, continued improvement achieved or the clear scope for further improvement to be achieved.

One further, and important factor for the 2022/23 Plan is the impact of the COVID-19 pandemic and the things that Council is perusing to ensure that we recover well. By the end of September 2022 Council will publish a self-assessment of its own performance in which it will set out how it has performed against the Objectives set out in the 2021/22 Performance Improvement Plan.

The table below sets out how this 2022/23 Plan is related to the objectives in the 2021/22 Performance Improvement Plan:

2021/22 Performance Improvement Objective	Overview of 2021/22	Relationship to 2022/23 Plan
1 – We will lower staff absenteeism rates	All of the aims in the Objective have met their in-year targets, and this continues the trend set in the previous year	Theme not continued as in 2022/23 as several years of improvement have been reported, and now the focus of the Plan will be shifted to other areas. The key targets in this Objective however do continue to be reported at Council Committee by Director of Corporate Services.
2 - We will improve and drive inclusive economic growth across the Borough through the Growth Deal	In the main, the majority of the milestones in the Objective have met their in-year targets	Theme not continued in 2022/23
3 – We will introduce a robust arrangement for engaging with our citizens	All of the aims of this objective have been achieved	The outcome of this theme has contributed largely to the creation of Performance Improvement 2022/23 Objective 5
4 – We will develop and embed improvements to Council’s Performance	Many of the areas within this theme have been addressed, but self-analysis and further input	Council continues this work with 2022/23 Objective 2

Improvement and Business Planning processes	from internal and external Audit has highlighted that we still have some way to go	
5 - We will improve the environment in which we live by continuing to develop and improve our approaches to, and processes for, managing the removal and recycling of waste from our homes and streets.	Many of the target areas for improvement theme have been met	Council has set some clear aims in this area for the year 2022/23 in which a specific focus will be put on improvements being achieved through the recruitment and retention of permanent staff, as presented in 2022/23 Objective 4

Statutory Performance Indicators 2022/23

In addition to the performance improvement objectives identified within the performance improvement plan, Causeway Coast and Glens Borough Council is also required to report of a number of statutory performance targets relating to Waste, Planning and Economic Development.

Statutory Economic Development Performance Indicators

Please find below the statutory Economic Development Indicators to which Council are obliged to work towards meeting. These targets are set within the context of the “Go For It” Business Start-Up Programme. For baseline and benchmarking purposes, we have also included Council’s performance against these statutory indicators over the past 4 years.

The 2022/23 target set through the Go for It Business Start Programme:		
<ul style="list-style-type: none">- 125 jobs promoted- 232 Business Plans produced		
Year	CCG Performance Jobs Promoted	National Average
2020/21	133 (107% success rate)	87%
2019/20	120 (96% success rate)	106%
2018/19	142 (114% success rate)	111%
2017/18	185 (148% success rate)	107.8%
2016/17	209 (167% success rate)	141%

Statutory Waste Performance Indicators

Please find below the statutory waste Performance Indicators to which Council are obliged to work towards meeting. For baseline and benchmarking purposes, we have also included Council's performance against these statutory indicators over the past 6 years. The final verified data for 2021/22 will be available by the end of November 2022.

This information is monitored and collated by Council through their Waste Flow management systems, but ultimate analysis and verified reporting is managed by Department for Agriculture, Environment and Rural Affairs, and can be found at <https://www.daera-ni.gov.uk/articles/northern-ireland-local-authority-collected-municipal-waste-management-statistics>

Statutory Indicator W1 – The percentage of household waste collected by District Councils that is sent for recycling Standard to be met for 2022/23 – 50%		
Performance Year	Performance Achieved	National Average
2020/21	53.9%	50.9%
2019/20	54.4%	52%
2018/19	47.7%	50%
2017/18	42.7%	47.6%
2016/17	42.5%	44%

Statutory Indicator W2 - The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled Standard to be met annually – To limit utilisation of allocation and do not exceed 100%		
Performance Year	% of allocation usage	National average % of allocation usage
2020/21	49.0%	53.8%
2019/20	58.6%	57.4%
2018/19	77.5%	65.5%
2017/18	98.5%	68.9%
2016/17	93.2%	77.8%

Statutory Indicator W3 - The amount (tonnage) of Local Authority Collected Municipal Waste arisings
Standard to be met in 2022/23 – Ongoing reduction in growth rate

Performance Year	Annual Tonnage	% growth rate
2020/21	81,611	0.99%
2019/20	81,270	-0.01%
2018/19	81,763	2.5%
2017/18	79,634	-0.02%
2016/17	79,758	

Statutory Planning Performance Indicators

Please find below the statutory Planning Indicators to which Council are obliged to work towards meeting. For baseline and benchmarking purposes, we have also included Council's performance against these statutory indicators over the past 6 years. This information is monitored and collated by Council, but ultimate analysis and verified reporting is managed by Department for Infrastructure, and can be found at <https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics>

P1 - It is a statutory target for each council that their Major Development planning applications will be processed from the date valid to decision issued or withdrawal date within an average of 30 weeks.

Performance Year	Performance in number of weeks and % success rate against target	National Average
2020/21	86.2 weeks (7.7%)	61.4 weeks (13.4%)
2019/20	74.5 weeks (15%)	52.8 weeks (26.1%)
2018/19	49.6 weeks (16.7%)	59 weeks (28%)
2017/18	58.4 weeks (30%)	50.2 weeks (13.3%)
2016/17	51.4 weeks (13.3%)	50.2 weeks (20.4%)

P2 - It is a statutory target for each council that their Local Development planning applications will be processed from the date valid to decision issued or withdrawal date within an average of 15 weeks.

Performance Year	Performance in number of weeks and % success rate against target	National Average
2020/21	20.8 weeks (33.9 %)	17.8 weeks (41.1%)
2019/20	20 weeks (40.8%)	15 weeks (54.1%)
2018/19	21.6 weeks (36.8%)	14.8 weeks (50.9%)
2017/18	20.4 weeks (32.3%)	15.2 weeks (49.7%)
2016/17	18.8 weeks (38.1%)	16.2 weeks (47.1%)

P3 - It is a statutory target that 70% of all enforcement cases dealt with by councils are progressed to target conclusion within 39 weeks of receipt of complaint.

Performance Year	Council Performance	National Average
2020/21	66.5%	69.9%
2019/20	87.6%	81.4%
2018/19	80%	81%
2017/18	70.5%	77%
2016/17	89.5%	80.7%

Self-Imposed Indicators 2022/23

We have identified the following self-imposed performance indicators to measure progress in various areas of work across the Council.

These indicators have been taken from our annual contribution to the APSE led National Performance Benchmarking Network. In the table below you will see the classification of the indicators, the previous year outcomes for Causeway Coast and Glens, as well as the previous year's national benchmark.

In September 2022 Council will publish its outcomes against these indicators below for the year 2021/22 in the Council's annual Self-Assessment of Performance Report. It is very likely that we will see some exceptional results for the year 2021/22 due to the lasting impacts of the Covid-19 pandemic, but the process for this year is geared up to take this into account.

Each Directorate will be responsible for providing their relevant Committee with a mid-year and an end year update of their performance against these indicators. Council's 2022/23 target against each indicator will be to at least match the national benchmark, and if possible, exceed it.

Please note

Significant areas were affected during the year 2022/21 Covid-19 pandemic, so these will be referred to as **NR**.

*CEC (Central establishment charges): annual/end of year re-charges made by central departments to the in-house contractor/service provider and/or to the commissioning organisation/service purchaser. This can include for example a recharge for central HR, IT, legal services, etc.

Arts & Heritage	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
Indicator				
PI 01a - Net cost of direct delivery for venue-based Arts and Heritage events per head of population (excluding CEC*)	£4.09	£9.30	£3.30	£6.36
PI 01b - Net cost of direct delivery for non venue-based Arts and Heritage events per head of population (excluding CEC*)	£0.34	£1.34	£0.42	£1.00
PI 03a - Number of ticketed audience for Arts events per head of population	0.02	0.23	NR	NR
PI 03c - Number of ticketed audience for Arts events per 1,000 head of population per venue	2.41	93.5	NR	NR
PI 04a - Active participants in Arts events per head of population	0.30	0.12	NR	NR
PI 04b - Active participants in Heritage events per head of population	0.23	0.25	NR	NR

PI 05a - Number of users of Arts facilities per head of population	0.53	0.87	NR	NR
PI 05b - Number of users of Heritage facilities per head of population	0.18	0.38	NR	NR
Community Development Indicator	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
PI 05a - Total grant-aid awarded to the community and voluntary sector per head of population	£0.25	£1.94	£0.12	£0.40
PI 06a - Total cost of staff and direct operational expenditure per head of population	£4.35	£7.65	£6.19	£7.21
PI 09a - Cost per contact / enquiry	£3.12	£29.79	NR	NR
PI 12d - Net investment for the 3 community support services per head of population (excluding CEC*)	£0.90	£5.01	£2.16	£3.29
PI 10a - Number of users per directly-managed project	400	400	480	294
PI 13a - Net cost of directly-managed centres per centre per 1000 head of the population (excluding CEC*)			£137.59	£265.13
PI 14b - Average value of revenue/activity grants awarded to the community and voluntary sector			£1,695.82	£1,571.00
Sport and Leisure (Coleraine LC) Indicator	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
PI 02a - Subsidy per visit (excluding CEC* and free school use)	£4.07	£3.09	£25.55	£45.70
PI 13 - Net cost per head of population (excluding CEC*)	£5.32	£6.31	£3.38	£5.19
PI 04 - Customer spend per head	£3.13	£2.20	£11.62	£6.97
PI 07 - Staff costs per admission	£5.01	£3.49	£25.59	£35.34
PI 42f - Energy cost per user	£0.88	£0.63	£5.85	£3.74
PI 29 - Usage per household within catchment area	8.73	16.77	0.79	2.55
PI 31 - Usage per opening hour	43.56	84.79	12.75	15.99

PI 26a - Percentage staff absence for leisure services (all staff)	4.60%	5.6%	6.6%	2.97%
PI 30a - Percentage short term absenteeism / lost time rate for Leisure services	1.80%	1.7%	0.7%	0.50%
PI 48a - Percentage long term absenteeism / lost time rate for Leisure services	2.80%	3.91%	5.8%	2.56%
Parks & Open Spaces	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
Indicator				
PI 01b - Maintenance cost per hectare of maintained land (excluding CEC*)	£2,687	£7,856	£2,159	£12,228
PI 02b - Maintenance cost per household (excluding CEC*)	£33.89	£49.71	£27.23	£52.98
PI 03a - Front line labour costs as a percentage of total expenditure	44.63%	44.66%	52.76%	50.74%
PI 03b - Total labour costs as a percentage of total expenditure (excluding CEC*)	58.42%	58.14%	66.47%	61.05%
PI 06a - Number of hectares maintained per FTE front line employee	16.70	10.15	16.70	10.15
PI 07a - Local Authority and community playgrounds per 1,000 children under 14 years old	3.47	2.99	3.47	2.98
PI 08a - Hectares of maintained public open space per 1,000 head of population	5.10	3.54	5.10	2.74
PI 09b - Output specification	60%	59.17%		
PI 12a - Environmental practices indicator	14	22.1		
Cemeteries and crematoriums	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
Indicator				
PI 01a - Net cost per disposal (burials)(excluding CEC	£500.13	£679.48	£464.90	£314.88
PI 03a - Front-line labour costs as a percentage of total expenditure (excluding CEC	70.56%	63.53%		
PI 03b - Total labour costs as a percentage of total expenditure (excluding CEC*)	80.44%	76.34%	74.43%	72.82%
PI 06b - Average income per burial (excluding memorials)	£358.56	£383.96	£394.65	£426.74

PI 07a - Hectares of cemetery land maintained per 1,000 head of population	0.09	0.18	0.09	0.19
Building Control	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
Indicator				
PI 01 - Percentage of valid domestic full plan applications assessed with a substantive response sent within 21 days of validation	71.04%	80.25%	77.04%	69.17%
PI 02 - Percentage of valid non domestic full plan applications assessed with a substantive response sent within 35 days of validation	70.92%	85.84%	79.35%	72.97%
PI 03 - Percentage of resubmissions assessed with a substantive response within 14 days	72.73%	78.91%	70.66%	67.86%
PI 04 - Percentage of all full plan applications assessed with a substantive response sent within 56 days of validation	98.37%	98.99%	97.58%	98.93%
Refuse Collection	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
Indicator				
PI 01c - Cost of refuse collection service per household (excluding domestic waste disposal and CEC*)		96.14%	£92.42	£100.36
PI 02b - Transport costs as a percentage of total expenditure (excluding domestic waste disposal and CEC*)	23.66%	28.55%	19.37%	26.80%
PI 03b - Front line staff costs as a percentage of total expenditure (excluding domestic waste disposal and CEC*)	59.69%	55.56%	62.55%	52.40%
PI 04b - Total labour costs as a percentage of total expenditure (excluding domestic waste disposal and CEC*)	64.42%	61.18%	71.93%	59.12%
PI 06a - W1. The percentage of household waste collected by the district council that is sent for recycling (including waste prepared for re-use)	54.4%	53.17%	53.86%	51.56%

PI 08a - Missed collections per 100,000 collections (full year)			41.41	99.91
PI 08b - Missed domestic residual waste collections (full year) per 100,000 collections			61.68	99.58
PI 08c - Missed separate recycling collections (full year) per 100,000 collections			31.28	25.27
PI 07a - Percentage staff absence for refuse collection service (all staff)			7.77%	6.54%
PI 07b - Percentage long term absenteeism / lost time rate for Refuse Collection			6.84%	5.64%
PI 07c - Percentage short term absenteeism / lost time rate for Refuse Collection			0.93%	0.90%
PI 07d - Days staff absence per refuse employee			7.76	11.46
PI 09a - Percentage of FTE staff that were redeployed from other services to assist during the pandemic			7.55%	10.87%
PI 09b - Average days worked for each member of staff that was redeployed to the refuse collection service			168.75	156.17
Environmental Health	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
Indicator				
PI 01b - Percentage of service requests responded to within 3 days	95.68%	95.75%	97.01%	94.37%
PI 02c - Net cost of the 5 core services per head of population (excluding CEC*)	£9.66	£7.99	£9.26	£7.28
PI 03a - Percentage of premises within the scope of the Food Hygiene Scheme that meet the standard of 'broadly compliant'	98.2%	99%	98.91%	99.36%
PI 05a - Percentage of general planning applications processed within 15 working days of receipt by Environmental Health	N/A	N/A	75.70%	70.61%
PI 06a - Percentage of planned inspections carried out within 28 calendar days for higher priority premises (Cat A and B)	48.65%	62.49%		

PI 07a - Total number of visits undertaken per FTE health & safety inspector	N/A	N/A	287.29	368.38
PI 07b - Number of planned food safety inspections carried out per FTE food safety inspector	N/A	N/A	1.67	4.65
PI 04a - Number of proactive/planned premise inspections as a percentage of total premises within jurisdiction	12.5%	24.2%	0.20	0.17
Corporate Services	CCG 2019/20	NI Average 2019/20	CCG 2020/21	NI Average 2020/21
Indicator				
OD/HR				
PI 04a - Staff leaving as a percentage of average total staff for calendar year (excluding voluntary severance)	5.66%	7.22%	4.79%	8.61%
PI 05a - Percentage staff absence for all council staff (all staff)	8.07%	6.08%	5.18%	5.19%
PI 05d - Days staff absence per employee – short term	2.55	2.72	1.20	1.51
PI 05e - Days staff absence per employee – long term	15.11	9.89	10.21	8.68
PI 05f - Percentage of staff that have no incidences of sickness absence in the year	51.80%	49.33%	75%	72.10%
ICT				
PI 07a - Cost of ICT service per head of population		£6.83	£4.64	£5.88
PI 08a - Cost of ICT service per employee		£1,252	£1,036	£1,290
PI 09a - Percentage of overall net expenditure on ICT		1.93%	1.45%	2.00%
PI 10a - Percentage of time (24/7) that network is fully available		99.84%	99.97%	99.98%
Registration				
PI 12a - Gross cost of Registration Service per head of population		£1.50	£1.29	£1.19
PI 47a - Net cost of Registration Service per head of population		£0.20	-£0.20	£0.24
Legal				
PI 14a - Cost of Legal Services per head of population	£1.98	£1.87	£0.80	£2.01
Training				

PI 17a - Cost of Training / Learning service per employee	£224.14	£240.90	£143.34	£102.38
PI 18a - Percentage of budget (overall net expenditure) on Training / Learning	0.31%	0.38%	0.20%	£0.17%
Finance and Financial Services				
PI 24a - Cost of Financial Services per employee	£2,296	£1,416	£1,892	£1,664
PI 48a - Payroll cost per FTE payroll employee	£37,490	£35,424	£40,042	£47,022
PI 26a - Processing cost per sale invoice raised (debtor accounts)	£5.22	£10.59	£6.05	£18.15
PI 27a - Processing cost per purchase invoice received (creditor accounts)	£5.58	£7.41	£8.47	£9.93
PI 29a - Total energy costs per annum (annual council expenditure on energy) per head of population	£11.80	£9.73	£7.60	£7.92
PI 30a - Percentage of undisputed creditor invoices paid on time within 10 days	40.22%	60.92%	69.37%	62.64%
PI 31a - Percentage of undisputed creditor invoices paid on time within 30 days	79.28%	87.70%	87.16%	87.71%
PI 32b - Average (median) time taken to pay undisputed invoices in calendar days	22	18.17	17.00	15.00
Democratic Services				
PI 33a - Cost of Democratic services per head of population	£14.35	£11.43	£10.22	£8.49
Complaints				
PI 34b - Number of complaints received per 1,000 head of	0.30	0.25	0.71	0.38
PI 35a - Average time taken (in working days) to successfully conclude a complaint	14.72	12.13	18.10	18.00
PI 36a - Percentage of complaints rectified within target time	76.74%	78.57%	90.20%	80.63%
Cost of Services				
PI 38a - Net cost of council service per head of population	£341.04	£344.03	£321.01	£309.48
PI 40a - Percentage total gross Council expenditure spent on corporate / central support services			5.53%	5.91%

Your opinion matters

The Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments or suggestions at any time of the year.

If you have any comments, would like any further information, or to request a copy of this plan please contact:

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