



Causeway Coast & Glens Borough Council

ANNUAL PERFORMANCE IMPROVEMENT SELF-ASSESSMENT	19th September 2017
Corporate Policy and Resources Committee	FOR DECISION

Linkage to Council Strategy (2015-19)	
Strategic Theme	Innovation and Transformation
Outcome	Performance improvement and meeting the Performance Duty as prescribed in the Local Government Act (NI) 2014.
Lead Officer	Head of Performance
Cost: (If applicable)	Costs allowed for within the annual budget

1.0 Purpose

1.1 The purpose of this report is to present Elected Members with a self- assessment overview in relation to the projects identified within the annual Performance Improvement Plan. This self-assessment report must be published before the 30th September 2017 as stipulated in the Local Government Act (NI) 2014.

2.0 Background

2.1 Section 94 of the Local Government Act (NI) 2014 includes the requirement for a retrospective performance assessment by the Local Government Auditor in relation to the annual Performance Improvement Plan.

2.2 The Auditor is required to track improvement over time and to assess the Council's discharge of its legislative duties.

2.3 The 2016/2017 draft self-assessment report is attached at **Appendix 1**

3.0 Recommendation

It is recommended that the Causeway Coast and Glens Borough Council approve the 2016/2017 Performance Improvement Plan self-assessment report attached.



(Draft) Corporate Performance Improvement Plan

Self-Assessment Report 2016/2017



Introduction

The Local Government Act (NI) 2014 requires District Councils to publish a retrospective assessment of performance to demonstrate whether planned improvements have been achieved during 2016/2017. In 2016/2017 the projects included within the Corporate Performance Improvement Plan were based on the Council's Corporate Plan as opposed to the Community Plan which will come into being in the 2017/2018 financial year.

Causeway Coast and Glens Borough Council is currently in the early transformation stages of integrating the four previous legacy Councils, Ballymoney, Limavady, Coleraine and Moyle and also the Planning Service into an effective functioning new Council. This is a major challenge given the importance of continuing to further develop the tourism and economic development opportunities that are so critical to the area while at the same time rationalising and integrating and raising the standards of Council services.

This self-assessment report starts to identify baseline performance information from which continuous improvement can be monitored and achieved over time.

Background

What is our vision, Corporate Themes and key Corporate Priorities?

The Council Strategic Vision in the context of the Council's Strategy is about establishing the overarching ambition and direction for the Council.

The Vision of Causeway Coast and Glens Borough Council over the 2015-2019 timeframe is to:

Maximise the benefits of our unique location and landscape by providing ambitious, accessible, innovative and efficient services which fulfil customer expectations

The 'mission' establishes the purpose of the Council; the reason we exist and the role that we will undertake in serving our citizens.

The mission of the Causeway Coast and Glens Borough Council for 2015 - 2019 is to:

Improve the quality of life and well-being for all of our citizens and visitors by:

- Providing effective and sustainable local public services;
- Accelerating our economy and improving economic prosperity;
- Placing local communities at the heart of decision making;
- Protecting and enhancing our unique natural environment and assets; and
- Advocating for the area and our citizens in both local and international arenas.

Our Strategic Themes... Bringing Focus to the Work of the Council

The Council's Strategy sets the direction and standards for the Council to take over the next four years.

In order to provide a structure to achieve the Council's Vision, five key corporate themes have been developed. Outcomes have been established for each of these five objectives and these will form the central context of our work over the 2015-2019 timeframe. These outcomes define what we would like to achieve at a high level against each area across the 4 year timeframe of the Strategy.

Strategic Themes	We Will Achieve These Outcomes by 2019
Leader and Champion	<ul style="list-style-type: none"> • Our Elected Members will provide civic leadership to our citizens, working to promote the Borough as an attractive place to live, work, invest and visit; • We will establish key relationships with Government, agencies and potential strategic partners in Northern Ireland and external to it which helps us to deliver our vision for this Council area.
Accelerating Our Economy and Contributing to Prosperity	<ul style="list-style-type: none"> • The Council will work with its partners to maximise business start-up opportunities and encourage existing enterprises to grow and prosper; • The Council will work with partners to maximise investment funding opportunities from external sources including; the Northern Ireland Assembly, the European Union, the Rural Development Programme, and from private sector financing.
Innovation and Transformation	<ul style="list-style-type: none"> • The Council will continuously examine and introduce ways to provide services in more accessible and efficient ways; • The Council will embrace new technologies and processes where they can bring about better experiences for citizens and visitors.
Resilient, Healthy and Engaged Communities	<ul style="list-style-type: none"> • Council will work to support healthy lifestyle choices for all citizens; • Citizens will have access to Council recreational facilities and protected natural environments which help them to develop their physical, emotional and cognitive health • Council will work to develop and promote stable and cohesive communities across the Borough.
Protecting and Enhancing Our Environments and Assets	<ul style="list-style-type: none"> • All environments in the area will benefit from pro-active decision making which protects the natural features, characteristics and integrity of the Borough; • Our citizens will be given the maximum opportunity to enjoy our natural environments; • Our natural assets will be carefully managed to generate economic and social returns without compromising their sustainability for future generations.

Performance Objective 1. We will transform and improve the services to ratepayers and customers

Performance Improvement Project	What Improvements do we expect to see?
Redesign of the caravan site management system across the Council to improve the service to customers	Consistent approach to improving the service across all Council caravan sites. New Management arrangement in place. Packaging of wider booking options for customers when visiting the Borough. Improved caravan infrastructure and facilities. Improved customer satisfaction levels.
Develop an effective grant funding hub to support financial allocations to customer groups across the Council	Introduction of software to assist the grant funding process to customers. Focused approach through the new hub to optimise the opportunities for customers to avail of funding opportunities. High customer satisfaction levels with the new arrangements. High levels of successful grant funding applications.
To support businesses by improving the payment process to creditors	Consistency in achieving creditor payment day targets will assist in the cash flow process and support businesses.
To improve the customer experience by providing an effective wifi service at the Council caravan parks	Increasingly caravan customers require access to wifi for electronic devices. This project will provide access to wifi enabling users to book and plan activities while in the Borough and to optimise the use of their electronic devices on site.

Introduce management software for incident reporting to reduce accidents to customers	It is envisaged that the system will significantly improve strategic effectiveness in accident and incident reporting, risk assessment compilation and tracked actions from audits and internal inspections. It is envisaged that there will be a long term reduction in accidents across the Council.
Campaign to increase awareness and reduce complaints of dog fouling	Reduction in the number of occurrences of dog fouling. Fouling public space creates a hygiene issue particularly for young children.

Performance Improvement Project	What are the key actions to be taken?
Redesign of the caravan site management system across the Council to improve the service to customers	£4m investment in infrastructure. Focus on drainage and electrical upgrading. One single booking system in place. One single licence agreement for static caravans.
Develop an effective grant funding hub to support financial allocations to customer groups across the Council	Introduce a new software package. Train staff and customers on how the package operates.
To support businesses by improving the payment process to creditors	Review of systems and procedures to ensure prompt payment of creditors. Monitor and review on a monthly basis.
To improve the customer experience by providing an effective wifi service at the Council caravan parks	Identify level of wifi provision required. Tender process and installation. Monitor and review.

Introduce management software for incident reporting to reduce accidents to customers	Procure new software for incident reporting. Train staff in the use of the system. Use the information captured to address areas of risk and introduce control measures. Monitor and review progress being made.
Campaign to reduce instances of dog fouling	Pilot area to be chosen. Wardens tasked with patrols. Dog foul to be identified via paint

Performance Improvement Project	Target	Evidence required
Redesign of the caravan site management system across the Council to improve the service to customers	Infrastructure works completed by November 2016. One single booking system in place by December 2016. One single licence agreement for static caravans by December 2016.	Sign off on infrastructure work. 80% Customer satisfaction levels through surveys. 80% satisfaction target from caravan Static Occupier Association. Evidence through site customer surveys.
Develop an effective grant funding hub to support financial allocations to customer groups across the Council	80% Customer satisfaction levels with the new system.	Customer satisfaction survey.
To support businesses by improving the payment process to creditors	90% of invoices processed within 30 calendar days.	Capture of internal performance information
To improve the customer	Wifi to be introduced to Juniper Hill and Carrick Dhu	On site Customer survey

experience by providing an effective wifi service at the Council caravan parks	caravan parks by August 2016. Target of 80% customer satisfaction level	
Introduce management software for incident reporting to reduce accidents to customers	Increase the number of accidents reported by 50%. Increase the number of near misses reported by 50% Increase the number of identifiable remedial actions arising from investigations following accident/incident reports Reduce the number of accidents occurring by 20%	Information supplied from software package. Information from accident/incident report forms. Statistics relating to the number of accidents that actually occur.
Campaign to reduce instances of dog fouling	Reduction in dog fouling across the pilot area between July 2016 and March 2017. Improved customer satisfaction levels	Internal statistics. Customer satisfaction survey

Performance Objective 2. We will improve the efficiency of services that the Council operates

Performance Improvement Project	What Improvements do we expect to see?
Introduce an efficient and effective customer engagement process	On-going communication and feedback with customers/ratepayers. Quality feedback from customers will assist in the transformation of Council services and in the Community Planning process.
Introduce an efficient and effective customer focused Council reception service	Improved customer experience at reception. More informed staff at all reception locations providing up to date information regarding Council services, events and communication updates.
To develop and implement an Estates Strategy to provide a more effective and efficient geographical allocation of Council non front line services to meet customer needs	Improved integration of services. Services planned to be available to customers across the new Borough area. Potential reduction in operational costs through consolidation in the use of Council facilities.
Improve the efficiency and quality of the planning application process	Reductions in the number of applications returned as invalid. Reduction in the number of planning appeal decisions allowed.

Performance Improvement Project	What are the key actions to be taken?
Introduce an efficient and effective customer engagement process	Develop a customer engagement strategy. Introduce the strategy and customer feedback mechanisms across the Council Services. Communicate the strategy to Customers. Train staff as required.
Introduce an efficient and effective customer focused Council reception service	Review services best placed at reception and harmonise customer focus across the four legacy locations. Develop and publish Customer Services Charter
To develop and implement an Estates Strategy to provide a more effective and efficient geographical allocation of Council non front line services to meet customer needs	Design a new strategy to align non front line services with customer needs. Produce a detailed project plan to facilitate the various relocation requirements. Move relevant staff as required. Market and advertise the changes to customers.
Improve the efficiency and quality of the planning application process	Workshops with Agents bi annually to upskill and provide guidance. Staff and Elected Member training on decision making and the interpretation of Policy.

Performance Improvement Project	Target	Evidence required
Introduce an efficient and effective customer engagement process	Engagement strategy in place by October 2016.	Strategy agreed by Council. Staff training undertaken. Strategy introduced across the Council Departments and communication plan to Customers enacted.
Introduce an efficient and effective customer focused Council reception service	85% customer satisfaction levels	Customer satisfaction survey
To develop and implement an Estates Strategy to provide a more effective and efficient geographical allocation of Council non front line services to meet customer needs	Environmental Services move to be completed by October 2016. Planning staff moved to Cloonavin by February 2017.	Signing off the completion of the Estates Strategy project plan once all the staff moves and other actions have been completed.
Improve the efficiency and quality of the planning application process	Reduction by 20% in the number of applications returned as invalid. Reduction by 25% in the number of successful planning appeal decisions.	Statistics captured on performance

Part 2. Statutory Performance Indicators

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. These are listed below.

Statutory Waste Performance Indicators

CC&G Waste Target Figures			
Year	Proposed (NILAS) Target	Utilised %	Definition
16/17	20386 Tonnes	92.7%	The amount of biodegradable Local Authority Municipal waste that is landfilled

Statutory Planning Performance Indicators

Number	Statutory Planning Indicator
1	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.
2	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.
3	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.

Statutory Economic Development Performance Indicators

Statutory Indicator	Target
The number of jobs promoted through business start-up activity	124

Performance Objective 1. We will transform and improve the services to ratepayers and customers

Performance Outcomes

Performance Improvement Project	Target	Evidence required	Outcome
Redesign of the caravan site management system across the Council to improve the service to customers	Infrastructure works completed by November 2016. One single booking system in place by December 2016. One single licence agreement for static caravans by December 2016.	Sign off on infrastructure work. 80% Customer satisfaction levels through surveys. 80% satisfaction target from caravan Static Occupier Association. Evidence through site customer surveys.	<ul style="list-style-type: none"> • Task completed • Infrastructure works completed • New single booking system in place • New static licence agreement in operation • Survey delayed to allow reasonable period of settlement on new arrangements
Develop an effective grant funding hub to support financial allocations to customer groups across the Council	80% Customer satisfaction levels with the new system.	Customer satisfaction survey.	<ul style="list-style-type: none"> • Task completed • New funding hub software system procured and in operation • 230 users now on the system • 78% overall satisfaction levels • 76% satisfaction with on line process • 100% satisfaction with guidance • 92% satisfaction on claim process
To support businesses by improving the	90% of invoices processed within 30 calendar days.	Capture of internal performance information	<ul style="list-style-type: none"> • 84% against a target of 90%

payment process to creditors			
To improve the customer experience by providing an effective wifi service at the Council caravan parks	Wifi to be introduced to Juniper Hill and Carrick Dhu caravan parks by August 2016. Target of 80% customer satisfaction level	On site Customer survey	<ul style="list-style-type: none"> • Task completed • Wifi installed in both Juniper Hill and Carrick Dhu caravan sites • 17% of respondents not aware wifi available • 14% satisfaction with standard wifi • All users of premium wifi less than satisfied
Introduce management software for incident reporting to reduce accidents to customers	Increase the number of accidents reported by 50%. Increase the number of near misses reported by 50% Increase the number of identifiable remedial actions arising from investigations following accident/incident reports Reduce the number of accidents occurring by 20%	Information supplied from software package. Information from accident/incident report forms. Statistics relating to the number of accidents that actually occur.	<ul style="list-style-type: none"> • Task completed • New management information system installed • 570 incidents reported onto the system • Near miss reports increased from zero in 2015/16 to 8 in 2016/17
Campaign to reduce instances of dog fouling	Reduction in dog fouling across the pilot area between July 2016 and March 2017. Improved customer satisfaction levels	Internal statistics. Customer satisfaction survey	<ul style="list-style-type: none"> • Monitoring of areas during the initiative showed a significant reduction in observed instances of dog fouling • The initiative reached a large local papers readership and recorded 4700 hits on the Facebook page • 2 Fixed Penalty Notices for dog fouling during the initiative

Performance Objective 2. We will improve the efficiency of services that the Council operates

Performance Outcomes

Performance Improvement Project	Target	Evidence required	Outcome
Introduce an efficient and effective customer engagement process	Engagement strategy in place by October 2016.	Strategy agreed by Council. Staff training undertaken. Strategy introduced across the Council Departments and communication plan to Customers enacted.	This project has been deferred due to re-structuring arrangements within the Council
Introduce an efficient and effective customer focused Council reception service	85% customer satisfaction levels	Customer satisfaction survey	Reconfiguration of the Council’s reception service is complete. A customer survey will be undertaken in October 2017 to allow adequate time for the new procedures and arrangements to be established
To develop and implement an Estates Strategy to provide a more effective and efficient geographical allocation of Council non front line	Environmental Services move to be completed by October 2016. Planning staff moved to Cloonavin by February 2017.	Signing off the completion of the Estates Strategy project plan once all the staff moves and other actions have been completed.	<ul style="list-style-type: none"> • Environmental services move completed to Ballymoney and Limavady • Planning staff move from County Hall to Cloonavin planned for August 2017 • Facilities upgraded as part of the strategy • New LED lighting introduced to reduce utility cost

services to meet customer needs			<ul style="list-style-type: none"> Clarity on location of the services to customers
Improve the efficiency and quality of the planning application process	Reduction by 20% in the number of applications returned as invalid. Reduction by 25% in the number of successful planning appeal decisions.	Statistics captured on performance	

Statutory Waste Performance Outcomes

CC&G Waste Target Figures					
Year	Proposed (NILAS) Target	Utilised %	Definition	Outcome	Utilised %
16/17	20386 Tonnes	92.7%	The amount of biodegradable Local Authority Municipal waste that is landfilled	Estimated 18,995	93.18%

Statutory Planning Performance Outcomes

Number	Statutory Planning Indicator	Outcome
1	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.	51.4 weeks
2	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.	18.8 weeks
3	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.	89.5%

Statutory Economic Development Performance Outcome

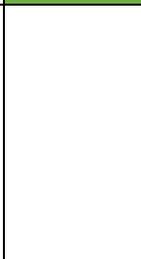
Statutory Indicator	Target	Outcome
The number of jobs promoted through business start-up activity	124	209

Overall Assessment of Performance

Colour	Rating
	Completed project with improvements
	Some improvement and on track for completion
	Work needed to achieve the required improvements

Project	Assessment of Performance	Rating
Redesign of the caravan site management system across the Council to improve the service to customers	With the £4m investment in the caravan park infrastructure at Juniper Hill and Carrick Dhu there has been a major improvement in the service to customers. The infrastructure improvements included lighting, drainage and electrical works. Sporadic flooding was a long term issue at the sites particularly Juniper Hill and the new drainage system has been very successful. Previous issues regarding electrical circuit overload have been resolved. Lighting and roadway improvements across the two sites have a knock on safety improvement impact and the use of LED bulbs reduces electricity cost and is environmentally friendly. The two sites cater for 980 static caravans and 13000 overnight mobile caravan stays per annum.	
Develop an effective grant funding hub to support financial allocations to customer groups across the Council	The purpose of the on line grant funding hub is to encourage and simplify the grant application process. The system enables the Council to track applications and score and assess their progress. It also enables prompt allocation of funding across multiple funding opportunities.	
To support businesses by improving the payment process to creditors	The Council has set a yearly target of improving the payment process to Creditors. There are operational challenges in streamlining processes with the integration of the four Councils and the Planning Service. The target of 90% invoices processed within 30 days	

	was not achieved but was improved upon from the previous year, from 82% to 84%. Further process improvements are planned for 2017/2018 aimed at meeting the 90% target.	
To improve the customer experience by providing an effective wifi service at the Council caravan parks	In 2016/2017 a new wifi system was introduced to Juniper Hill and Carrick Dhu caravan parks. Customers were offered a choice of free standard wifi or pre-paid premium wifi. Only 10% of those surveyed paid for the premium wifi. 17% of respondents claim they were not aware that wifi was available. The majority of respondents used standard wifi and expressed dissatisfaction with the service. Three issues need to be initially explored 1. Better marketing of the wifi availability 2. Expectations of customers using the standard wifi need explored 3. The signal level for those using premium wifi requires investigation.	
Introduce management software for incident reporting to reduce accidents to customers	The introduction of the Assessnet software package was successfully completed and over 100 key staff trained on its use. Accident trends can now be tracked to identify risk areas and enable more robust control measures. The system records accidents, incidents, property damage and RIDDOR reportable incidents. It is a corporate information management system applicable across all Council services.	
Campaign to reduce instances of dog fouling	Dog fouling is a particular nuisance in a Council that has a major tourism focus. In 2016/2017 staff commenced a campaign of raising their profile on the ground given their enforcement role and using a paint substance to highlight dog foul. This focused attention on the problem and over time the instances of fouling visibly reduced. In addition a number of penalty notices were handed out reminding dog owners of the potential outcome of offending	
Introduce an efficient and effective customer engagement process	This project has still to progress	
Introduce an efficient and effective customer focused Council reception service	Reception service is now rationalised across the four main Council sites. New procedures are in operation. One stop shop for payments at each site has been achieved. An electronic payment method is now in place at all receptions. Dedicated reception staff are fully trained and in place. Reconfiguration of the phone system to enable call transfer for customers across Council locations has been established. Generally now consistency across the four main Council receptions in terms of customer service and operational procedures.	

<p>To develop and implement an Estates Strategy to provide a more effective and efficient geographical allocation of Council non front line services to meet customer needs</p>	<p>The new Council had a major challenge in integrating four legacy Councils and the Planning Service. In 2016/2017 a total of 201 staff were either relocated or were involved in relocation consultation. The Council agreed to phase 1 of the Estates Strategy and as a result Environmental Services was centralised across two locations, Limavady and Ballymoney and staff relocated. As part of the moves, the buildings were refurbished with ICT and lighting improvements and new offices and open plan areas were constructed to maximise occupancy. The Council agreed to the relocation of the Planning Service from County Hall to Cloonavin and this work is scheduled for completion by the end of September 2017.</p>	
<p>Reduction by 20% in the number of applications returned as invalid. Reduction by 25% in the number of successful planning appeal decisions</p>	<p>Figures being collated.</p>	

Statutory Waste indicators Assessment of Performance

CC&G Waste Target Figures						Assessment of Performance	Rating
Year	Proposed (NILAS) Target	Utilised %	Definition	Outcome	Utilised %		
16/17	On or below 20386 Tonnes	92.7%	The amount of biodegradable Local Authority Municipal waste that is landfilled	Estimated 18,995	93.18%	Causeway Coast and Glens Borough Council had a target of performing on or below the figure of 20,386 tonnes and on or above 92.7% utilised. The figures for 2016/2017 are not finalised but the estimated figures suggest that the Council has performed in excess of the target.	

Statutory Planning Indicators Assessment of Performance

Number	Statutory Planning Indicator	Outcome	Comments	Rating
1	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.	51.4 weeks	In 2016/2017 Causeway Coast and Glens Borough Council were the second best performing Council with an average major planning application time of 51.4 weeks. The average time across the 11 Councils was 69 weeks. Overview comparison tables are set out in Appendix 1. No Council met the 30 week target.	
2	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	18.8 weeks	In 2016/2017 Causeway Coast and Glens Borough Council averaged an 18.8 week processing time for local planning applications. The average across the 11 Councils was 16 weeks. However this represents an improvement by two weeks from the 2015/2016 processing time and therefore is a significant improvement. A comparison table across the 11 Councils is detailed in Appendix 1.	

	an average of 15 weeks.			
3	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.	89.5%	In 2016/2017 Causeway Coast and Glens Borough Council exceeded the 70% target of concluding enforcement cases within 39 weeks. The average across the 11 Councils was 80.7% and the 89.5% statistic is the second highest performance score across the 11 Councils. A comparison table across the 11 Councils is detailed in Appendix 1.	

Statutory Economic Development Indicators Assessment of Performance

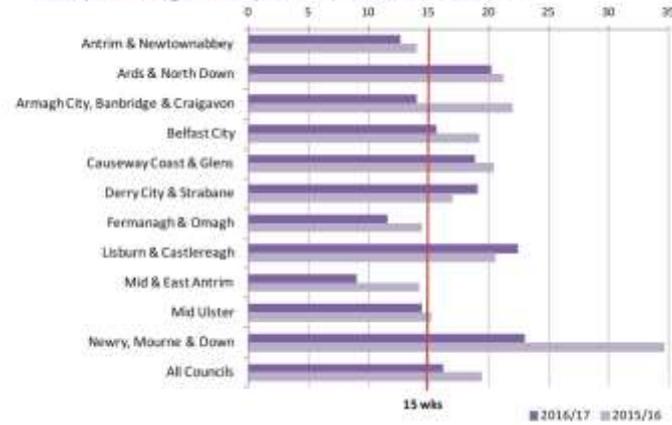
Statutory Indicator	Target	Outcome		Rating
The number of jobs promoted through business start-up activity	124	209	In 2015/2016 Causeway Coast and Glens Borough Council had a business start-up figure target of 124 jobs. The Actual figure achieved was 182. In 2016/2017 the target was again 124 with the actual figure achieved 209. In 2015/2016 the target was exceeded by 46% and in 2016/2017 the target was exceeded by 68% representing year on year improvement substantially above target. Comparative figures across the 11 Councils are detailed in Appendix 2.	

Appendix 1. Statutory Planning Statistics across the 11 Councils

Major processing times by council, 2015/16 & 2016/17



Local processing times by council, 2015/16 & 2016/17



Percentage of cases concluded within 39 weeks by council, 2015/16 & 2016/17



Appendix 2. Economic Development Comparative Statutory Indicator Statistics

COUNCILS BUSINESS START DASHBOARD - MARCH 2017													#NAME?
BUSINESS PLAN APPROVALS BY COUNCIL AREA													
COUNCIL AREA	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	TOTAL
Antrim & Newtownabbey	17	14	13	16	19	17	14	0	5	6	1	0	122
Armagh Banbridge & Craigavon	30	30	30	22	28	27	41	16	13	20	26	24	307
Belfast	45	55	61	60	53	67	90	0	0	28	30	12	501
Causeway Coast & Glens	25	24	17	20	24	38	38	21	18	21	24	6	276
Derry & Strabane	24	21	20	19	11	32	44	8	1	13	16	17	226
Fermanagh & Omagh	28	28	26	32	32	51	63	18	19	24	20	9	350
Lisburn & Castlereagh	12	20	19	23	22	25	26	9	8	14	21	17	216
Mid & East Antrim	21	19	32	16	19	25	37	13	9	14	19	31	255
Mid Ulster	20	37	32	27	35	35	47	25	20	19	22	20	339
Newry Mourne & Down	21	19	24	18	25	25	32	17	17	15	25	15	253
Ards & North Down	6	19	28	18	17	20	37	0	1	6	9	17	178
TOTAL	249	286	302	271	285	362	469	127	111	180	213	168	3,023

BUSINESS START DASHBOARD - MARCH 2017									
COUNCIL	RSI BPs Delivered (Apr 16 to Oct 16)	Total BPA's Delivered (April 16 to Mar 17)	BPs delivered on Council Interim Delivery (Nov 16 to Mar 17)	Target for Council Interim Delivery (Nov 16 to Mar 17)	Balance of Target Council Interim Delivery	PROPOSED Target Jobs Promoted (April 2016 to Mar 2017)	Jobs Promoted at RSI rate (0.75762)	Balance of Jobs versus Annual Target	% Achieved Jobs Promoted against SLA target
Antrim & Newtownabbey	110	122	12	35	23	80	92	12	116%
Armagh Banbridge & Craigavon	208	307	99	104	5	165	233	68	141%
Belfast	431	501	70	130	60	325	380	55	117%
Causeway Coast & Glens	186	276	90	100	10	125	209	84	167%
Derry & Strabane	171	226	55	112	57	140	171	31	122%
Fermanagh & Omagh	260	350	90	157	67	170	265	95	156%
Lisburn & Castlereagh	147	216	69	35	-34	85	164	79	193%
Mid & East Antrim	169	255	86	94	8	85	193	108	227%
Mid Ulster	233	339	106	100	-6	210	257	47	122%
Newry Mourne & Down	164	253	89	125	36	155	192	37	124%
Ards & North Down	145	178	33	55	22	85	135	50	159%
TOTAL	2,224	3,023	799	1,047	248	1,625	2,290	665	141%