



Summary

Performance Improvement Report

2022/23

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Summary

Performance Improvement Report

2022/23

Executive Summary



SECTION 1

Introduction

Context:

This document presents the results of the Council's Self-Assessment in discharging its general duty under Part 12 of the Local Government Act (Northern Ireland) 2014 in relation to performance improvement arrangements. It sets out an assessment of the Council's performance against the following requirements:

- Performance improvement objectives set out in the 2022/2023 Performance Improvement Plan;
- Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste for 2022/2023, including comparison with the previous two years; and
- Performance information on self-imposed indicators and standards collected during 2022-2023.

The publication of this information fulfils in part the Council's statutory requirement under Part 12, Section 92 of the Act.

SECTION 2

Performance Improvement Objectives

Objective 1:

What difference did we make? Case Studies

The aim of the first Performance Improvement Objective (We will continue to improve our citizen engagement methods and simplify processes for contacting the council) was:

- To deliver excellent and easily accessible public services, improve customer service and satisfaction;
- To improve efficiency and effectiveness of public service delivery, offering ratepayers better value for money;
- To provide improved insight and management reporting, supporting better and more informed decision-making;
- To embrace the use of digital technology to improve efficiency and increase customer access to services;
- To deliver a high performing Council through digital transformation.

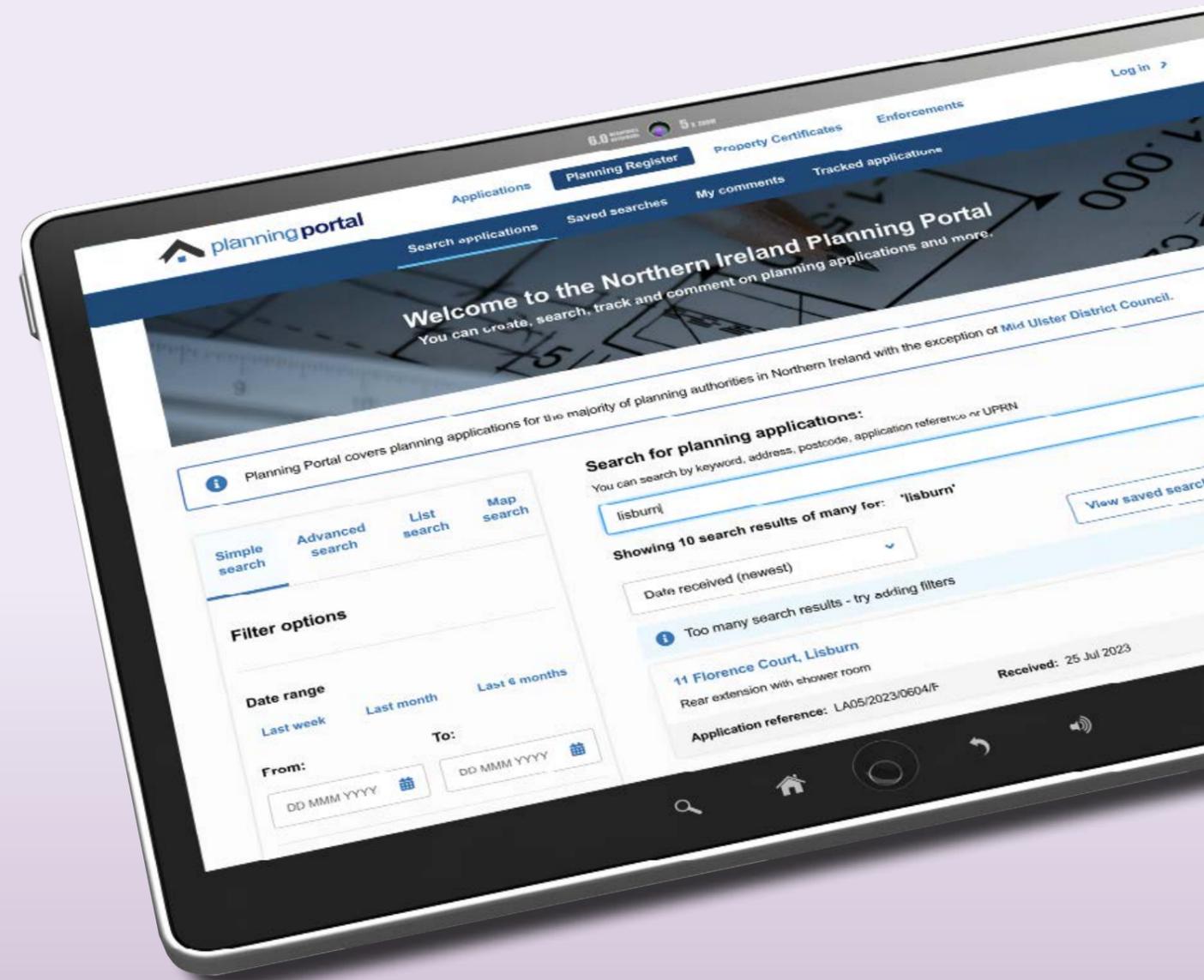
Highlights included:

Environmental Services Outcomes

The Building Control and Environmental Health Units of the LCCC Environmental Services Department held a number of customer forum events during September 2022 to identify user experience and satisfaction with the current online service provision from the service units.

The online service provision currently includes:

- Online Property certificate application
- Online Building Notice application
- Online Dog Licencing application
- Online Regularisation application



The following feedback, comments and improvement suggestions were collated by the Building Control and Environmental Health officers and their potential was investigated.

1. Solicitors Forum - User Experience:

Solicitors identified a high level of satisfaction with the online property certificate submission service and its development (95% approval).

User Comments:

- *"This service was essential during the Covid-19 lockdown period when we had to work from home. We have since made it our preferred method of application."*
- *"An excellent initiative that we now use in our everyday business...well done!"*
- *"When can other Councils provide this service online?"*
- *"Fast, efficient and very useful in carrying out Local Authority searches."*
- *"A really great improvement for this service delivery."*
- *"The turnaround times and responses are excellent."*

User improvement suggestions

- In response to the user group suggestion, suspense account opportunities have been promoted and communicated to conveyancing solicitors as a business opportunity
- An improvement to the upload for map imaging is being developed in association with our IT provider
- The inclusion of the address of the property certificate on the receipt email is being developed in association with our IT provider
- Consideration of the development of a drop down box to request additional information when applying for a property certificate is being discussed with The Law Society NI.

2. Architects Forum - User Experience:

Architects expressed a high level of satisfaction with the Building Notice online provision (90% approval).

Online plan submission remains the greatest improvement suggested to improving the service provided by LCCC.

User Comments

- *"The Building Notice online service is excellent for small works."*
- *"The service is very user friendly, quick and easy and very efficient."*

User improvement suggestions

- The development of an online plan submission service is being considered in conjunction with our IT provider and other Local Authority Building Control Services.
- The development of online plan submissions may be trialled for small scale jobs that require a full plans application to test how working practices are suitable during 2023
- The development of an online help section and job tracker option is being investigated with our IT provider.

3. Developers, Agents and Homeowner Forum - User Experience:

Customers identified a very high level of user satisfaction with the online services identified (96%). The ability to conduct business and make applications from the office/home was considered to be a very efficient and effective development from LCCC.

The following are a few examples of some direct feedback from the customer engagement that were received during 2022/23:

"The Building Notice online service is excellent for small works. The service is very user friendly, quick and easy and very efficient."

"The online Regularisation service was fantastic given the need to get a fast turnaround when the works could be inspected and approved prior to a house sale"

"Dog licensing online is a great service. It saved me a lot of time and was extremely easy to use."

"The ability to submit multiple Building Notice applications online at the same time and to pay electronically is an excellent service and a great time saving outcome"

"The online service was easy to use and helped me progress my application very smoothly"

"Excellent use of resources by LCCC that provide efficient outcomes...well done!"

"This service was essential during the Covid 19 lockdown period when we had to work from home. We have since made it our preferred method of application."

"I was worried when I was made aware that I had to make an application to Building Control. However, I was able to make my application, request my inspection and receive my completion certificate electronically. This is a great service"

Online Waste Management Information

The Binformation Newsletter has added over 250 users per quarter since launch in June 2020.

Period	Number of Binformation Subscribers	+/- change
April - June 2022	1375	+321
July - Sept 2022	3306	+1931
Oct - Dec 2022	3966	+660
Jan - March 2023	4189	+223

The waste section of the council website consistently accounts for more than 25% of total views of Council website content.

Household waste, Recycling Locations and Trade waste were the top three viewed sections for 2022/23. Collection days and holiday information page is consistently the highest viewed individual page.



Communities Outcomes

Participatory Budgeting case studies - During 2022/23 various Participatory Budgeting Initiatives were launched in the Council area. Below is a case study of one of the successful projects.

Moira Players – funding for new lighting equipment. Moira Players secured funding through Grand Choice for a new lighting system. This will enable the group to create “mood” lighting and focus light on specific parts of their small stage during performances. The new lighting system was greatly needed as during productions the sets are rearranged in front of the audience with no curtain to screen the changes.

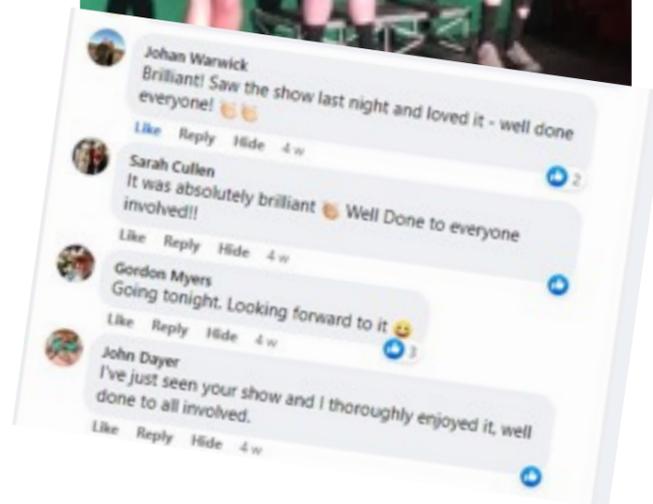
The enhanced lighting has improved the overall experience for audiences and has added to the professionalism of their productions.

In May 2022 Moira Players delivered four performances of Blood Brothers in Moira Presbyterian Church Hall. Audiences totalling 204 people enjoyed the play over four nights. The productions were well received with positive feedback posted on their facebook and website (see sample of comments).

The group considered the attendance numbers reasonable as this was their first show since March 2020. They intend to build on this and attract larger audiences in future as confidence grows in attending live performances and their reputation improves for delivering high quality shows.

The group have said they feel that attendance at live performance had a positive effect on wellbeing and social interaction as it brings people out from across the community to enjoy and share their experiences and interact. A further positive impact was the recruitment of several new younger actors in 2022, two of whom starred in the recent performance taking on lead roles with confidence.

Examples of the new lighting system used during the performances of Blood Brothers by Moira Players.



Community Conversations:

On the evening of Monday 20th June 2022 Anahilt Primary School hosted a consultation of community members, elected members, council officers & representatives from other statutory bodies for discussions around village improvements, to discuss the development of a village plan. There were approximately 70 people in attendance.

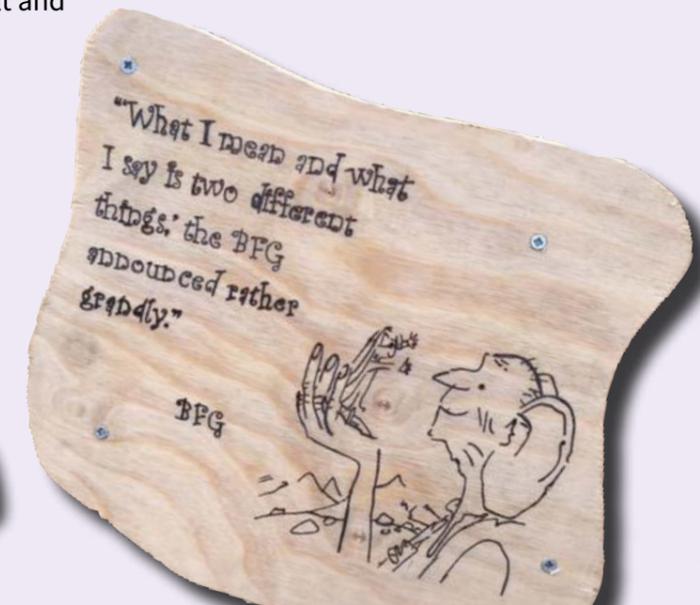
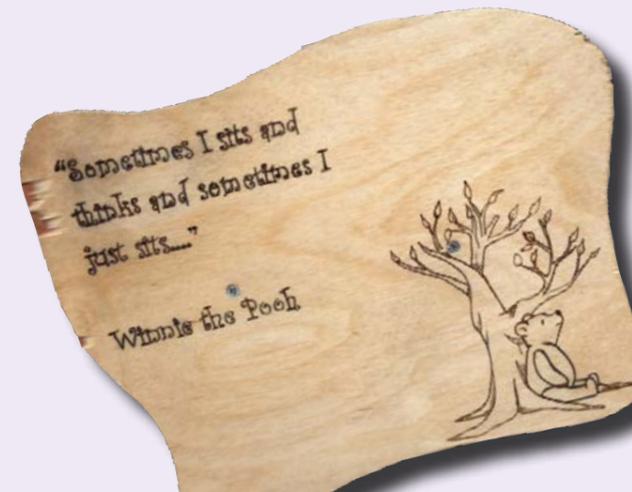
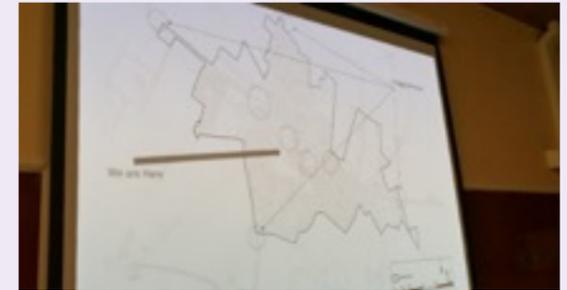
The attendees were divided into groups to analyse four specific key locations within the village by completing the Place Game questionnaire and discussing potential opportunities within the group.

The following four key locations were identified and analysed:

1. Crossroads
2. Primary School
3. Play Group
4. Shops

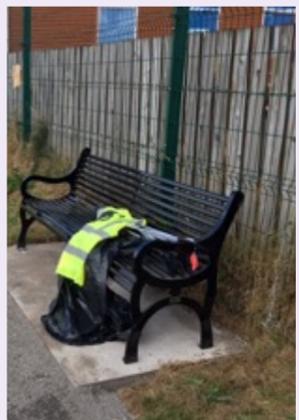
Residents of the village were also asked to share their opinions on the four main village entrance sights. Information and feedback was gathered on the night by council officers and converted into an achievable action plan. This was presented to the community on Monday 27th June 2022, one week after the original consultation evening.

The Village Plan and Action Plan was completed during 2022/23 and has been agreed with Anahilt and Magheraconluce Community Association.



Update on how the Village Plan is being delivered in Anahilt is shown in photos:

1. Kissing gate and new bin
2. Sign on gate
3. 3 x raised beds (DDA compliant)
4. Wooden / corrugated plastic ploytunnel
5. Wooden garden shed
6. 4 x water butts (one attached to the wooden shed, two for the primary school and one for the scout hall)
7. The reading corner – log and stumps brought and made from a log in Derriaghly Glen
8. New fencing throughout
9. Signage made by Paul McMillan (who works in Moira Demesne)
10. 8 x hi-vis branded vests
11. 8 x litter pickers
12. 2 x park benches (plus 2 x picnic tables not in photo)
13. A new bin at the garden opposite the play park
14. 6 x large planters at the primary school (filled with compost)
15. Additional hanging baskets opposite the shop
16. Garden in vacant property cleared of vegetation and stumps treated to prevent regrowth
17. Floral planters at 3 of the village signs on the approach roads to the village



Performance Improvement Objective 2:

The aim of the second Performance Improvement Objective (We will continue to deliver Council led activities that seek to maintain and improve physical and mental health and wellbeing for our citizens) was:

Sports Services

The aim of this Performance Improvement Objective was:

- To contribute to the achievement of the outcome of our Community Plan that we live healthy, fulfilling and long lives
- To deliver an attractive range of programmes to encourage people of all ages and abilities to participate in and enjoy regular physical activity, sustaining good physical and mental health
- To provide safe, accessible leisure and sports facilities, endorsing pathways to sports for all
- To deliver high quality, cost effective services that meet people's needs making use of new approaches to continual

improvement, innovation and performance management

- To ensure that:
 - Children and young people are physically active and enjoy good mental health
 - Good health will no longer be dependent on where we live or what income we have
 - Older people age actively and more independently to stay well and connected
 - People of all ages are more physically active more often.

CASE STUDIES

Sports Services

Some highlights include the following:

Sports Services - Vitality Membership Scheme Feedback Survey 2022

81%

of respondents were attracted to join Vitality as they felt it was 'Good Value for Money'.



86%

of respondents feel the scheme has the potential to encourage people to be more active.



61%

feel it is easier for their family to do physical activities together.



68%

feel it is much easier to be physical active across the Council area.



60%

are more aware of the benefits of physical activity.



73%

of respondents feel due to Vitality they/their family will be able to continue to be physically active in the long term.



68%

are more confident they can be healthier through activities available in the Vitality membership scheme.



Vitality Membership Scheme – Feedback Survey 2022 – Testimonials

“I have spent months in front of a computer learning software development and I was getting heavy and unfit and depressed. The vitality membership has given me and my family a way to be together with benefits our long-term health and helps keep us on track for our goals.”

“We initially took out the vitality membership as my wife was exploring becoming more active. She was keen to go to a gym where she wouldn't know other people due to a lack of confidence after having our first baby. When we explored the membership we realised how as a family we would have access to so many activities and that we would be so much more engaged with each other. Over the past two years a family has grown and we now have three children. The membership continues to be a vital part of our monthly outgoings and with such a variety of activities we can keep the kids active both physically and socially for a reasonable cost. It has been harder for myself and my wife to use the facilities for the gym and classes going to family life but we definitely see a return to both in time. Other than that we have been absolutely delighted with our membership.”

“I have a job that can be very physically mentally and emotionally demanding. Having a vitality membership allows me to access resources that support me to maintain my physical and mental health. I see using this service as an act of self-care. The benefits of being able to access facilities to be physically active in such a flexible and comprehensive way makes it easier for me to incorporate fitness into my lifestyle.”

“Having reached 67, I had two years of being diagnosed with clots in my lungs and felt old really quickly. I was overweight and when I had finished my medical treatment for the clots I promised myself to get more active. I had only talked about it but never took any action. Then my son said he had booked himself and me into a swimming session and I nearly died too old, too fat not the right costume etc etc all the excuses I could think of as to why I shouldn't go. My son was very good and didn't take no for an answer. He helped me in and out of the pool that day and never said anything negative as to how I looked or my old fashioned dress like costume. He kept saying this will start you and it was then that I looked up aqua fit classes and later joined vitality for easy booking online. I have now lost two stone and try to go every week and I am looking at other classes I might try.”

“After retiring the thing I missed most was the social aspect of being in work i.e. conversing socialising with different people! soon after taking out vitality membership and doing the different classes on offer it wasn't long until I met new friends which has filled the void left after retiring this is something I value very much for mental well-being.”

Parks & Amenities

A lot of great work took place during 22/23 to improve the physical, mental and emotional wellbeing of our citizens through a number of programmes to develop their horticultural skills and helping them understand the benefits of healthy eating.

The following are some highlights and customer testimonials.

Schools Horticulture Programme

We continued on with our schools horticulture programme after having attended two Primary Schools in September. During October/November we attended a further 5 Primary Schools as well as 2 Nursery Schools who we provided with two horticulture sessions each. The sessions were delivered by the Conservation Volunteers. The sessions changed depending on age of the children, facilities and weather. Activities included in the sessions we provided was working in poly tunnels, weeding, planting, arts & crafts and bug hunts.

Maghaberry Primary School



Central Primary School



St Josephs Primary School Carryduff



Pond Park Nursery



St Colmans Primary School



Meadow Bridge Primary School



C-SAW Physical Activity Programmes

Chair Based Exercise Programme



Pilates



On Friday 13th January we started a 6 week chair based exercise class with Drumlough Community Association at Drumlough orange Hall. Drumlough is a rural area and the participants said it can be very isolating living there so were delighted we were able to come out to them to deliver this programme.

As Drumlough is a rural area the houses are well separated from each other and not easy for the community to get together so the feedback received showed that programmes like these are so well received and brings the community together.

On 30th January we started an 8 week Pilates programme at Lough Moss Leisure Centre for Over 60's. We run this programme 3/4 times throughout the year. We get great feedback for this programme. One participant said now she is retired the programme gives structure to her week and is something she looks forward too. Multiple participants commented on how much fun they have during the class as well as it being beneficially physically to them.

Horticulture Programme



An 8 week horticulture programme for South Eastern Regional College Lisburn Campus Students was delivered. This group of students have various different learning disabilities and are completing a Level 1 course which aims for the students to acquire job skills to help gain employment. The tutors for the group said the 8 week horticulture programme provides the students with lots of different skills that will help them gain employment. The students really enjoyed the course and provided lots of positive feedback. One student enjoyed the programme so much they even said they would like my job, hopefully that can be seen as positive feedback.

Bird Walks



We held bird walks on the 6th and 13th March for the general public. On the 6th March we had a bird walk at Billy Neill Country Park and on the 13th March it was at Hillsborough Forest Park. On the 27th March we held a bird walk again at Billy Neill Country Park for the Live Life Well Being Centre. The bird walks were led by local expert Dot Blakely. These walks were enjoyed by all who took part which was reflected in the feedback we received. The comments included "very well led, fun atmosphere, friendly and welcoming, would definitely recommend" & "Exceeded expectations, great morning, Dot was very interesting, amazing how many different birds we saw".

We held a Nutrition and Safety Roadshow on 22nd March for residents in the Lisburn and Castlereagh Council area over 60. We had a registered nutritional therapist deliver a talk on the digestive system. We had Occupational therapists deliver a talk on safety equipment the attendees could avail of to make their home more safe as well as explaining how to book an appointment for an Occupational Therapist to come out and assess their home. We also had members from the On NI Digital Initiative team deliver a talk on how the attendees can stay safe online and help prevent from being scammed.

Nutrition & Safety Roadshow



Woodland programmes



A tree planting project was organised at Hill Street with the local community / residents / youth / police / councillors. Derriaghly Women's Institute planted 70 trees near McIlroy Park for the 70 year anniversary of the organisation. Trees were planted at Hillsborough roundabout with the Hillsborough Association and the Lord Lieutenant for the Queens canopy.

A stall was provided at the Mayor's family fun-day where members of the public were given the opportunity to plant their own tree seed and take it home to grow it with advice from our horticulturists.

There were three tree ID walks delivered by Parks & Amenities one in each of the following parks: Hillsborough, Glenmore and Moat Park.

Three local companies chose to have a volunteer day with ourselves two at Derriaghly Glen and one at Colby Park. The teams planted whips, woodland bulbs and trees. The companies

really enjoyed the experience and also the idea of 'Plant a tree, leave a legacy' and have kept details for future days.

Two volunteer sessions, from our volunteer network, one session clearing our new native tree nursery suite at Bells Lane allotments and a tree planting session at Derriaghly Glen was attended by seventeen volunteers who helped plant native trees and plant woodland bulbs with a total of 250 native trees and 750,000 bulbs being planted.

A day of tree planting was organised for the Health Trust and more specifically a bereavement group called the Forget Me Not group which is a support group for bereaved parents. These trees were being planted in memory of children who had sadly passed. Although this was an emotional day, it was very uplifting for all who attended and 31 mature trees were planted.



4 summer scheme groups from both Lagan Valley Leisureplex and Glenmore activity centre visited the Castlereagh Tree Nursery and planting tree seeds in root trainers and also took part in a tree identification walk.

Biodiversity programmes



Horticultural programmes

Two Grow Your Own workshops were held at Bells Lane allotments in conjunction with Natural World Products for the allotment holders on our site. These were provided to promote peat-free compost and organic growing within the allotment plots.

During 2022/23 there were various schools visits where the Biodiversity Officer was invited to enhance areas for biodiversity within their school grounds. Classes joined in the sowing of wildflowers, making bird feeders, and participating in planting schemes.

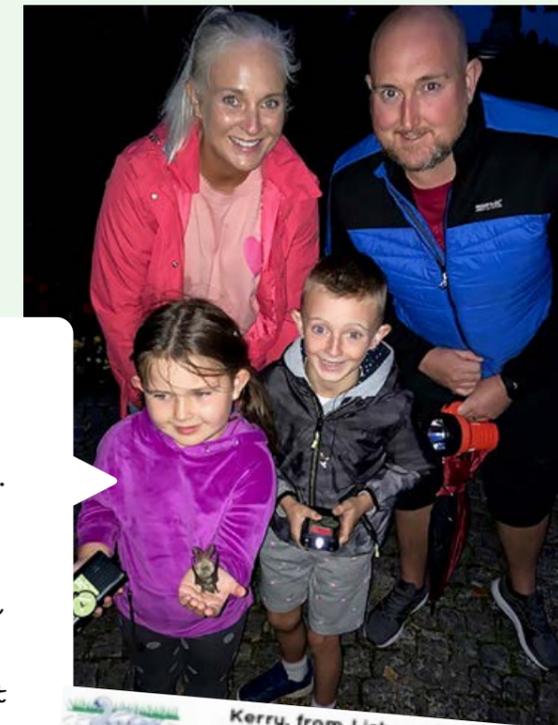


We had fun with the council learning to make Bird Cake

The Biodiversity officer also delivered bat talks within the schools as well as for the public. Bat Talks are about learning facts about bats and getting to see preserved bats up close followed with a walk around parks listening to bats using the Councils Bat detectors.

Feedback: I just wanted to give a quick follow up after the bat walk and talk on Wednesday night. What a fantastic evening. Cannot recommend it highly enough. All 5 of us had a wonderful time. We learnt so much that we had no clue about. Both my son and daughter were a bit afraid of bats when they hear them flying past our house at night so I thought this would be a great opportunity to have more of an understanding and to overcome their fear. Boy did it work - they are now all biz about bats and telling everyone about what they got up to Wednesday night.

Allowing us to use the bat detecting equipment and walking around in the dark with someone who knows what they are talking about and knowing where to look was such a delight and we just cannot believe how many bats we actually managed to see and hear.



Various litter picking events were arranged during the year including one with Students and teachers from SERC College, who joined the Biodiversity Officer and parks Staff in a litter pick starting at the Council Civic Offices along the Towpath. A total of 10 bags of rubbish were collected.

SECTION 3

Statutory Indicators - Self Assessment

Lisburn & Castlereagh City Council is committed to meeting and, where possible, exceeding the standards set by central government departments through the following seven statutory performance indicators. Below are the results for 2022/23, the Council's data for 2021/22 and 2020/21 has also been included to show comparisons.

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
ED1	<p>The number of jobs promoted through business start-up activity. </p> <p><i>[Business start-up activity means the delivery of completed client led business plans under the Department of Economy's Regional Start Initiative or its successor programmes.]</i></p>	85 (DfE) 116 (GfI)	106	129	113	<p>Target Achieved</p> <p>Northern Ireland Business Start Programme for NI launched in September 2017 as a collaboration between all 11 Councils. Job creation targets for the programme are being achieved Nationally.</p> <p>For LCCC this has resulted in 113 jobs being created in 2022/2023 versus a statutory indicator of 85. This remains well in excess of the statutory requirement. During 2021/2022 DfE carried out a consultation on the proposed Annual Statutory Target with a revised minimum target of 116 jobs for LCCC. In light of this, an increased Annual Target of 116 has been built into LCCC's Economic Development plans for 2022-2023 and will be managed by the Economic Development Unit.</p> <p>For 2022/2023 the Council is ranked 2nd place in NI in terms of jobs promoted versus this statutory target, this number of jobs is reflective of the council's total business base and number of population within the Council area who are economically active.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2021/22 result
			2020/21	2021/22	2022/23	
P1	<p>The average processing time of major planning applications. </p> <p><i>[An application in the category of major development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015(a)]</i></p>	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks.	79.7 weeks	106 weeks	87.2 weeks	<p>The average processing times for major applications for all Councils was reported in the Annual Statistical Bulletin 2022/23 as 57.8 weeks. This represents an increase of 8.0 weeks for all Council Areas when compared to the average processing time in 2021/22 of 49.8 weeks.</p> <p>Performance within LCCC for the 2022/23 period was 87.2 weeks compared to 106.8 weeks the previous year. This was an improvement of 19.6 weeks. A number of major applications decided in this period have been subject to section 76 planning agreements. This adds significantly to the overall processing time for applications and was not taken account into account by the Department when this key performance indicator was designed.</p> <p>It is the target of the Council to present at least one major application to Committee every month and there remains a continued focus on moving major applications through the planning system as soon as the process allows. The Council also demonstrated improved performance on the previous year and is working to streamline its consultation processes were it is known a legal agreement is required.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
P2	<p>The average processing time of local planning applications. </p> <p><i>[Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (Northern Ireland) 2015, and any other applications for approval or consent under the Planning Act (Northern Ireland) 2011 (or any orders or regulations made under that Act)]</i></p>	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks.	23.8 weeks	16.2 weeks	32.7 weeks	<p>The average processing times for local applications for all Councils was reported in the Annual Statistical Bulletin 2022/23 as 19 weeks. This represents an increase of 1.8 weeks compared with the 2021/22 average of 17.2 weeks. Performance within LCCC for the 2022/23 period was 32.7 weeks compared to 16.2 weeks the previous year. There was increased average processing time of 16.5 weeks.</p> <p>The ability to achieve good performance was constrained by a number of factors including a number of legal challenges that required the Council to pause and review a number of local applications under consideration. This had a knock on effect of moving a number of applications into the older category of more than twelve months. An increased proportion of older applications being issued during the year is reflected in the year end statistics.</p> <p>It should be noted however that the Council processed more applications on a pro-rata basis than in the previous year despite the challenges described above.</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
P3	<p>The percentage of enforcement cases processed within 39 weeks. </p> <p><i>[Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (Northern Ireland) 2011 (or under any orders or regulations made under that Act). (b).]</i></p>	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint.	83.6%	83.9%	83.9%	<p>There is no verified information available from the Department in the Annual Statistical Bulletin 2022/23. The new planning portal was not configured to allow this information to be generated on time for the report.</p> <p>The Council estimates on the basis of un-validated data that 83.9% of enforcement cases were still being concluded within 39 weeks. The target was still being achieved.</p>
W1	<p>The percentage of household waste collected by district councils that is sent for recycling (including waste prepared for reuse). </p> <p><i>[Household waste is as defined in Article 2 of the Waste and Contaminated Land (Northern Ireland) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (Northern Ireland) 2013(b)]</i></p>	50% household recycling by 2020	50.4%	49.7%	50.55% (unverified)	<p>LCCC has achieved a household waste preparing for reuse, dry recycling and composting rate, KPI of over 50%.</p> <p>This represents a return to performance comparable with pre pandemic levels however performance improvement is required to reduce landfill levels and increase municipal waste recycling rates, in line with the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) 2020.</p> <p>Ongoing work on harmonisation of kerbside dry recycling collections will help make a positive impact on household recycling rates moving forward however implementation is not likely to be until 2024/25.</p> <p>Validated 2022/2023 figures will be included in the NIEA NI Local Authority Collected Municipal Waste Statistics annual report when published later this year. (Approx. November 2023)</p>

Ref	Statutory Indicator	Annual standard to be met	Year End Results			Explanation of 2022/23 result
			2020/21	2021/22	2022/23	
W2	<p>The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste (BLACMW) that is landfilled.</p> <p><i>[Local authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)]</i></p> 	16,444 tonnes	15,967 tonnes	14,737 tonnes	14,240 tonnes (unverified)	<p>NILAS targets were set until 2019/20 so while there is no target for 2022/23 it is the expectation that levels of BLACMW should remain within the final year allowance.</p> <p>The validated 2022/2023 figure will be included in the NIEA NI Local Authority Collected Municipal Waste Statistics annual report when published later this year. (Approx. November 2023)</p>
W3	<p>The amount (tonnage) of Local Authority Collected Municipal Waste arisings.</p> <p><i>[Local authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district council]</i></p> 	N/A	80,846 tonnes	80,299 tonnes	74,211 tonnes (unverified)	<p>The 2022/2023 figure is subject to final validation by NIEA/DAERA and will be included in their annual statistical report when published later this year.</p>

Feedback and Review

If you would like further information or if you wish to get in touch, please do so by one of the following methods:

Website:

www.lisburncastlereagh.gov.uk/performance-improvement

Telephone:

Performance Improvement Officer on 028 9244 7415

Email:

performance@lisburncastlereagh.gov.uk

Write to us:

Performance Improvement Officer,
Chief Executive's Office,
Lisburn & Castlereagh City Council,
Civic Headquarters,
Lagan Valley Island,
Lisburn,
BT27 4RL

Summary

Performance Improvement Report

2022/23

LCCC
Lisburn &
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City Council