



Performance Improvement Plan 2026/27

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Foreword from the Chief Executive



On behalf of Lisburn & Castlereagh City Council, I am pleased to present our Performance Improvement Plan for 2026/27. This plan sets out how we will meet our statutory duty to secure continuous improvement and, above all, how we will deliver the best possible outcomes for the people who live, work in and visit our council area.

Local government continues to face significant challenges, including rising demand, financial pressures and increasing expectations for accessible, responsive services. Against this backdrop, the Council remains determined to deliver value for money, strengthen trust through transparency, and use evidence to target improvement where it will make the greatest difference.

For 2026/27, we have agreed two improvement objectives. First, we will deliver better services that continue to meet people's needs—improving the customer experience, making services easier to access, and supporting ongoing work to reduce planning processing times. Second, we will support our people to thrive in vibrant communities—working with partners to encourage volunteering, strengthen safety, health and wellbeing, and local resilience. The improvement projects and measures of success set out in this plan show clearly what we will deliver and how progress will be monitored.

Continuous improvement is not a one-off exercise—it is how we plan, manage performance and learn. We will continue to listen to residents, staff and stakeholders, use data to inform decision-making, and collaborate across sectors to deliver sustainable change. We will also keep elected Members informed through regular performance reporting and scrutiny arrangements.

Thank you for taking the time to read this plan. We welcome feedback as we implement the commitments set out here and report on progress through the year. By working together—residents, partners, elected Members and staff—we can continue to improve services and deliver and support better lives for all in 2026/27.

David Burns
Chief Executive

1. Our council area - Lisburn and Castlereagh

About Lisburn and Castlereagh

Lisburn and Castlereagh is one of 11 Councils. It includes the larger settlements of Carryduff and Lisburn City, and part of Castlereagh.

Population ⓘ

Population estimates 2024

151,669

7.8% of Northern Ireland population
The 7th largest population of 11 Councils

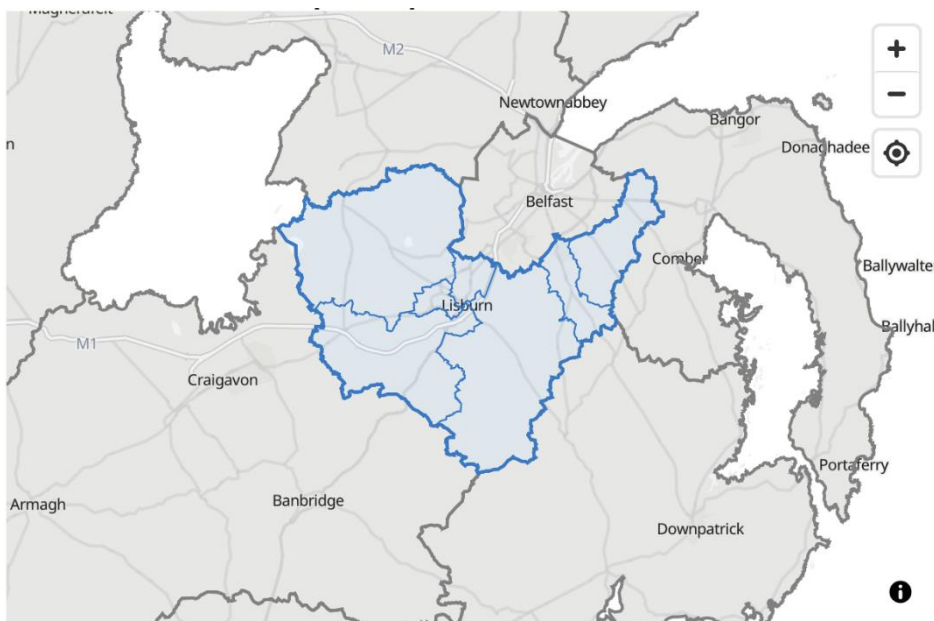
Population density ⓘ

Population estimates 2024

301.2

 people per square kilometer

Approximately **2 times** the Northern Ireland average



Population change ⓘ

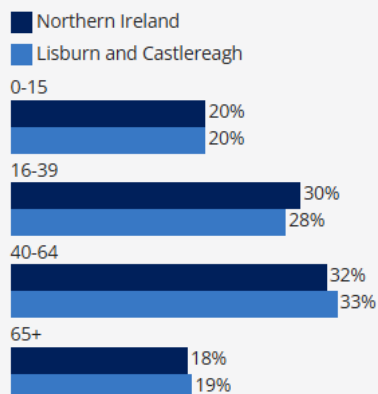
Population Estimates 2024

The population of Lisburn and Castlereagh in 2014 was **139,186** and in 2024 was **151,669**

▲ Up 9.0% since 2014 Mid-Year Population Estimate

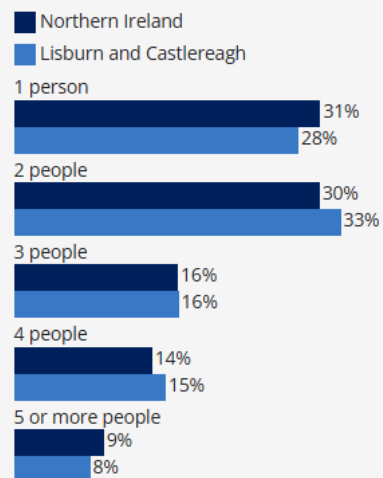
Age ⓘ

Population Estimates 2024



Household size ⓘ

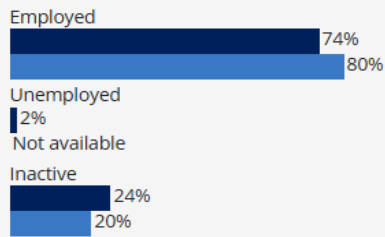
2021 Census



Work status of adults ⓘ

2024

■ Northern Ireland
■ Lisburn and Castlereagh



Work and wages ⓘ

2024

People employed

82,000

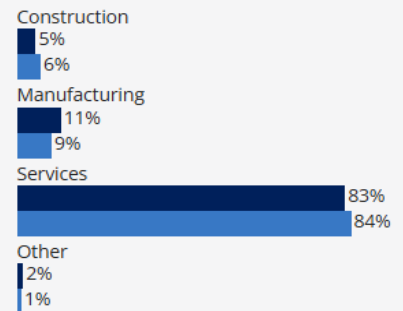
Median weekly salary

£601 (NI £592)

Type of work ⓘ

2022

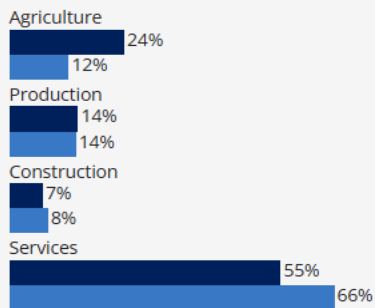
■ Northern Ireland
■ Lisburn and Castlereagh



Type of businesses ⓘ

2023

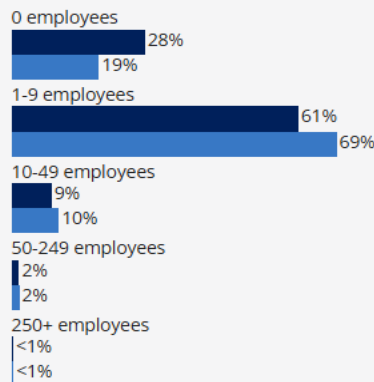
■ Northern Ireland
■ Lisburn and Castlereagh



Employees in businesses ⓘ

2023

■ Northern Ireland
■ Lisburn and Castlereagh



Selected business sectors ⓘ

Agriculture 2024, Tourism 2019

Agriculture

907 farms (3.5% of NI).

1,492 farmers (3.7% of NI).

Tourism

4,817 jobs (6.8% of NI).

109 accommodation establishments (2.3% of NI).

Introduction and context

Why have we a Performance Improvement Plan?

There is a responsibility under Part 12 of the Local Government Act (Northern Ireland) 2014 to set improvement objectives and have arrangements in place to secure their achievement. We must meet this.

Several performance targets are also set by central government departments, in respect of job creation, planning and waste management.

What will our Performance Improvement Plan do?

Our Performance Improvement Plan 2026/27 sets out what we will do in the year ahead to deliver on our statutory responsibility referenced above. These 'duties' relate to sections 84(1), 85(2) and 89(5) of the Act, whereby we must make arrangements to:

- secure continuous improvement
- secure achievement of its improvement objectives
- exercise its functions so that any central government departmental specified standards are met

Specifically, it provides a rationale for why we have chosen our improvement objectives and details the expected outcomes.

Each objective has been framed to bring about improvement in at least one of the specified aspects of improvement as defined in Section 86 of the Act:

- strategic effectiveness
- service quality
- service availability
- fairness
- sustainability
- efficiency and innovation

Our Performance Improvement Plan 2026/27 sits within a hierarchy of plans which guide our strategic planning process and drive our service delivery arrangements (figure 1 overleaf).

Figure 1: Our strategic planning process



2. Achieving continuous improvement

Central to Lisburn & Castlereagh City Council's (hereafter referred to as LCCC) Performance Improvement Framework is the achievement of our purpose:

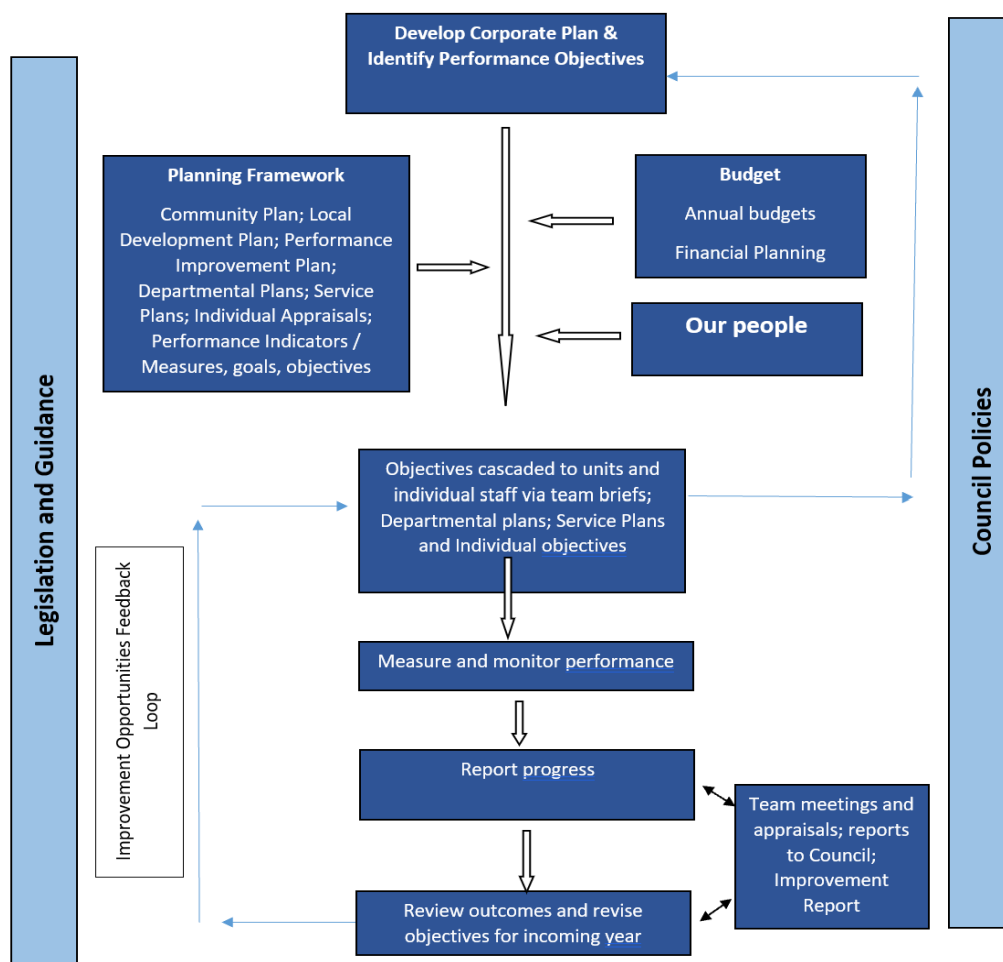
'Delivering and supporting better lives for all'

We have put in place a performance improvement process which, through this plan, will drive and provide assurance that we are delivering on our vision, shared outcomes and improvement objectives.

Figure 2 illustrates our performance improvement frame. It is a variety of processes which ensure we:

- effectively manage performance
- have taken all possible steps to secure continuous improvement in the exercise of our functions

Figure 2: Our performance improvement process



3. Our governance

The council is made up of 40 elected members, currently representing 151,669 residents in 62,411 homes. Seven District Electoral Areas represent it:



Performance reporting

The Corporate Management Team (CMT) oversees the development and delivery of the Performance Improvement Plan. They:

- agree the draft Performance Improvement Plan for approval by committee/council
- monitor quarterly progress against each objective
- reprioritise resources as necessary to deliver against these objectives

Performance Improvement Plan

- progress is monitored and reported on through quarterly progress reports and submitted to CMT and the Governance & Audit Committee for scrutiny and challenge
- this ensures that an evaluation of risk and an assessment of performance is carried out, prior to a subsequent council meeting for approval
- performance will be reviewed using a range of quantitative and qualitative measures

Self-assessment Improvement Report

- by 30 September 2027 we will produce and publish an Annual Report which will set out a self-assessment of our performance improvement objectives detailed within this plan
- this will report on progress towards our Performance Improvement Plan commitments, the achievement of our Improvement Objectives and performance against a range of statutory and self-imposed performance indicators
- this report will be reviewed by the Governance & Audit Committee and approved by council

NI Audit Office

- the Northern Ireland Audit Office (NIAO) will carry out an improvement assessment to assess if we are likely to comply with our performance improvement responsibilities under Part 12 of the Local Government Act (NI) 2014
- the Act requires the Local Government Auditor to summarise their assessment in an annual improvement report. This is published on the NIAO website in March each year, making it publicly available

4. General duty to improve

The Local Government Act (Northern Ireland) 2014 put in place a framework to support continuous improvement in the delivery of council services. Through plans and strategies alongside our annual Performance Improvement Plan we are committed to continuously improving our services.

In this Performance Improvement Plan for 2026–27, we set out how we will deliver improvement 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

By “Improvement” we mean more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the council. Improvement for us focusses on the issues that are important to our citizens and customers. Improvement for LCCC means doing things that help us to achieve our purpose of delivering and supporting better lives for all.

We have selected a suite of self-imposed indicators, these are linked directly to our Corporate Plan 2024-28, and they can be accessed at [the following link: appendix-i-corporate-plan-kpis-pdf](#). These are reported to the Governance & Audit Committee on a quarterly basis. In addition to this, each service has a number of key performance indicators that they monitor at directorate level.

We continue to engage with the Department for Communities (DfC) along with the other Northern Ireland councils to develop a benchmarking framework for the local government sector.

5. Process for identifying performance improvement objectives for 2026/27

We identify performance improvement objectives through several sources:



6. Agreed performance improvement objectives for 2026/27

There are two Performance Improvement Objectives for 2026/27.

We will:

- We will deliver better services that meet people's needs.
- We want to support our people to thrive in vibrant communities

Why have we chosen these objectives?

These are the same 2 Performance Improvement Objectives as last year. Previous success with our performance improvement projects for 2025/26 has established the foundation to achieving the longer-term outcomes. These are aligned to the ambitions of the Lisburn and Castlereagh Community Plan.

We launched our new Corporate Plan in April 2024 for the period 2024-2028. This Plan continues its ambition to ensure the supporting and developing of better lives for all. It details success outcomes and has four key themes of:

- **civic leadership**
- **people**
- **planet**
- **prosperity**

The performance objectives for the coming period are linked directly to the themes detailed above. The first objective is within the Civic Leadership theme of the Corporate Plan 2024-28, focussing on our internal performance is a priority for the Council. We understand that public services must continuously evolve to stay relevant, responsive, and effective. By focusing on service improvement, we are committing to listening to people, understanding their needs, and designing services that are easy to access, timely, and of high quality.

The second objective is outlined within the People and Prosperity themes of the Corporate Plan 2024-28. Thriving people are at the heart of strong communities. We want everyone to feel supported, connected, and empowered to lead fulfilling lives. This means working collaboratively across sectors and with local people to build inclusive, safe, and resilient places to live and work. By strengthening communities, we strengthen wellbeing, opportunity, and local pride.

We have chosen these two objectives because they reflect what matters most to the people we serve and the vision we have for our communities. These are key areas

for the achievement of our vision of achieving better lives for the people who work, live in, or visit the Lisburn and Castlereagh area.

What will the Performance Improvement Plan do?

It will:

1. Challenge ourselves on how we can achieve even better outcomes by identifying new improvement projects.
2. Build upon the success of 2025/26 by continuing with the delivery of several existing improvement projects.

In the next section you can review a brief narrative for each performance improvement objective. It includes information about what we are building upon from 2025/26 together with details of new planned projects.

Performance Improvement Objective 1: *We will deliver better services that continue to meet people's needs.*

Two new improvement projects will be delivered in 2026/27. They are:

1. We will deliver enhanced digitised services.
2. We will deliver new improved facilities at Aghalee Sports Pavillion and SEYCON as standard design concepts.

We will continue with **one** of the improvement projects from 25/26. It is:

- We will continue to improve the processing times of planning applications.

Risks associated with objective 1:

- Processing times of planning applications not improving
- Technology delivery risk: delays or integration issues with existing systems; supplier/contractor dependency.
- Financial sustainability risk: costs higher than planned (licensing, support, development), or benefits not realised.
- Capital project delivery risk: design development taking longer than expected; planning/approval delays.
- Cost inflation & budget risk: construction inflation, unforeseen site conditions, scope creep.
- Procurement/contractor performance risk: delays, quality issues, or contractor capacity problems.

Objective 1: We will deliver better services that continue to meet people’s needs.

Performance Improvement Project	Improvement area stipulated in S.84(2) LG Act (NI) 2014	Corporate Plan 2024-2028 Strategic Theme	Community Planning Theme	Prog for Government	Continuing or New?	Measure of Success
We will continue to improve the processing times of planning applications	Strategic Effectiveness Service Quality Service Availability Fairness Efficiency Innovation	Civic Leadership <i>Deliver high-quality, cost-effective services that meet people’s needs, making use of new approaches to data-driven decision-making, continual improvement, innovation and performance management</i>	Our Community Where we live The Economy	Prosperity	Continuing - the Planning Service Improvement Programme is a 2+ year programme.	Implementation of the validation checklist by end of Q2 Proportion of invalid applications returned within 5 working days Q3-75%, Q4-90% Reduce the % of older applications that are more 18 months old (*based on 191 older applications as at 31st March 2026 TBC) Q1 – 20%, Q2 – 40%, Q3 -70%, Q4 - 90% Local planning applications processed within an average of 22.5 weeks. Q1 – 30, Q2 – 27.5, Q3 – 22.5, Q4 – 20
We will deliver enhanced digitised services	Strategic Effectiveness Service Quality Service Availability Fairness Efficiency Innovation	Civic Leadership <i>Further the use of digital technology to improve efficiency and increase access customer access to services</i>	Our Community	Prosperity	New	Innovation Enhancement of customer digital platforms to improve customer experience. Eg digital depot. <ul style="list-style-type: none"> • Q1 Project Implementation Officer in post • Q1 Delivery of digital equipment. • Q2 Implementation of digital depot. • Q3 Implementation & Training of staff. • Q4 Digital Depot ‘Go Live’.

Performance Improvement Project	Improvement area stipulated in S.84(2) LG Act (NI) 2014	Corporate Plan 2024-2028 Strategic Theme	Community Planning Theme	Prog for Government	Continuing or New?	Measure of Success
						<p><u>Tourism</u> Enhance the existing Digital Sculpture Trail App (currently focused on Hillsborough Forest) to cover the wider Royal Hillsborough village, including curated routes, added attractions and visitor information linked to key assets such as Hillsborough Castle. Introduce an incentives/voucher feature with local businesses (attractions, accommodation, eateries) to encourage visitors to spend more time in the village and increase local spend.</p> <p>Quarterly KPIs (TBC): Increase in number of downloads</p> <ul style="list-style-type: none"> • Q1: app enhancement procurement stage • Q2: 10% increase • Q3: 15% increase • Q4: 20% increase <p>Percentage users from Out of State markets</p> <ul style="list-style-type: none"> • Q1: app enhancement procurement stage • Q2: 5% • Q3: 10% • Q4: 15%

Performance Improvement Project	Improvement area stipulated in S.84(2) LG Act (NI) 2014	Corporate Plan 2024-2028 Strategic Theme	Community Planning Theme	Prog for Government	Continuing or New?	Measure of Success
						Voucher uptake and redemptions <ul style="list-style-type: none"> • Q1: app enhancement procurement stage • Q2: 0 • Q3: 5 • Q4: 10
We will deliver new improved facilities at Aghalee Sports Pavillion and SEYCON as standard design concepts	Strategic Effectiveness Service Quality Service Availability Fairness Efficiency Innovation	Prosperity <i>Continue our capital investment in facilities</i>	Our Community Where we live	Prosperity	New	<u>Assets</u> We will deliver new changing room facilities and accessible public toilets in Aghalee. <ul style="list-style-type: none"> • Q1 Project will be tendered. • Q2 Tenders returned, evaluated, awarded and commencement on site. • Q3 On site. • Q4 Practical completion. We will deliver new changing room facilities at SEYCON <ul style="list-style-type: none"> • Q1 Preparation of detailed design. • Q2 Finalising detailed design and tender documents. • Q3 Project tendered, returned, evaluated, and awarded. • Q4 Commencement on site.

Performance Improvement Objective 2: *We will support our people to thrive in vibrant communities*

For this objective we have identified **four new** improvement projects for 2026/27. They are:

1. We will launch a volunteering scheme engaging people of all backgrounds and increasing the level of residents who play an active role in civic society.
2. Our communities have engaged with expanded Council-supported safety initiatives which protect the most vulnerable in our society.
3. We will provide additional opportunities and widen the Health & Wellbeing programme through the PARS initiative.
4. We will engage with community groups to improve community resilience across the Council area.

The Council has chosen these improvement projects because they support our commitment to helping people thrive in vibrant, inclusive and resilient communities. Together, they seek to increase civic participation, strengthen community safety, improve health and wellbeing, and build the capacity of local groups to support residents. These projects respond to identified community needs, align with the Council's Corporate Plan and Community Plan priorities, and recognise the important role of volunteering, prevention, partnership working and community-led action in delivering better outcomes for people across the Council area.

Risks associated with objective 2:

- Low uptake or sustained participation from volunteers.
- Low community engagement or awareness of safety initiatives.
- Difficulty reaching the most vulnerable groups due to trust, access or communication barriers.
- Low participation levels or uneven uptake across communities.
- Capacity pressures on facilities, staff or delivery partners.
- Difficulty demonstrating measurable wellbeing outcomes.
- Variable capacity and readiness of community groups to engage.
- Over-reliance on a small number of active groups or volunteers.
- Challenges in coordinating multiple groups, partners and initiatives effectively.

Objective 2: We will support our people to thrive in vibrant communities

Performance Improvement Project	Improvement area stipulated in S.84(2) LG Act (NI) 2014	Corporate Plan 2024-2028 Strategic Theme	Community Planning Theme	Prog for Government	Continuing or New?	Measure of Success
We will launch a volunteering scheme engaging people of all backgrounds and increasing the level of residents who play an active role in civic society.	Strategic Effectiveness Service Quality Service Availability Fairness Efficiency Innovation	People <i>Promote volunteering and participation in public and community life, developing community ownership and management of local assets and facilities</i>	Health & Wellbeing Our Community	People Prosperity	New	<p><u>Communities</u> Volunteering Programme for Community & Voluntary Sector</p> <ul style="list-style-type: none"> • Q1 Development of programme with 'Volunteer Now' & Community Planning partners • Q2 Supporting the recruitment of volunteers in the Community & Voluntary sector • Q3 Training of volunteers through a capacity building programme • Q4 Host a volunteering & community benefit roadshow celebrating volunteering & showcasing opportunities within our communities <p><u>HR&OD</u> Volunteering Scheme for Staff</p> <ul style="list-style-type: none"> • Q3 Implement staff volunteering scheme (by end of Q3) • Q4 Baseline participation in volunteering scheme (by end of Q4)
Our communities have engaged with expanded Council-supported safety initiatives which protect the most	Strategic Effectiveness Service Quality Service Availability Fairness Efficiency Innovation	People <i>Work with partners to build the capacity of community groups and sports clubs to attract more people of all</i>	Health & Wellbeing Our Community	People	New	<p><u>Communities</u> EVAWG (ending violence against women and girls) initiatives.</p> <ul style="list-style-type: none"> • Q1 Design & develop programme • Q2 Launch programme • Q3 Implementation of programme • Q4 Review & monitoring

Performance Improvement Project	Improvement area stipulated in S.84(2) LG Act (NI) 2014	Corporate Plan 2024-2028 Strategic Theme	Community Planning Theme	Prog for Government	Continuing or New?	Measure of Success
vulnerable in our society		<i>ages to participate in community life</i>				Sport Services Defib provision and training provided to community hubs. <ul style="list-style-type: none"> • Q1 Develop programme • Q2 Launch, advertise & assess need • Q3 Implementation of programme • Q4 Training provided & roll out of defibs
We will provide additional opportunities and widen the Health & Wellbeing programme through the PARS initiative.	Strategic Effectiveness Service Quality Service Availability Fairness Efficiency Innovation	People <i>Work collaboratively to ensure the sustaining of good physical and mental health, being proactive in our roles to protect the vulnerable in our community</i>	Health & Wellbeing Our Community	People	New	Sport Services PARS Programme <ul style="list-style-type: none"> • Q1 Identify additional opportunities • Q2 Promotion and awareness of PARS • Q3 Practical implementation • Q4 Evaluation (testimonies)
We will engage with community groups to improve community resilience across the Council area	Strategic Effectiveness Service Quality Service Availability Fairness Efficiency Innovation Sustainability	Civic Leadership <i>Be resilient in emergency situations, providing leadership for our community</i> Planet <i>Sustainability</i>	Our Community Where we live	People	New	Environmental Health Emergency planning - building resilient communities. (Dundonald / Anahilt) Building capacity within these communities to respond to emergencies. <ul style="list-style-type: none"> • Installation of community support facility to enable communities to be first responders. Work in partnership with our statutory partners eg Dfl rivers to increase resilience of local community.

7. Statutory indicators

A set of seven performance indicators are in place for Local Government through the Local Government (Performance Indicators and Standards) Order (NI) 2015.

Our arrangements to meet these statutory indicators are through the delivery of our statutory services in planning, economic development and waste and through our annual performance improvement projects.

Resources are allocated to each of these services and approved through the annual budgeting process. Performance measures and indicators are in place for each of the services (see tables above). Monitoring, reporting and scrutiny arrangements are in place with CMT and committees for the management and delivery of these statutory services and statutory indicators.

Progress against the indicators is submitted to the relevant regional body and reports are issued showing comparisons across all 11 councils. Where the statutory target is not met the need to improve in accordance with the general duty set out in the Act is considered.

In respect of planning, we must have regard to external factors such as the need to consult widely which prolongs the application process and means the statutory target cannot always be met.

The quality of our decision making is also of great importance to our members and citizens. Poor decisions can give rise to budgetary implications arising from cost awards from planning appeals and judicial review. It is for these reasons we maintain a focus on continuous improvement which seeks to balance the need for good and timely decision making.

LCCC will report on these in the performance annual report in September 2027, which will set out a self-assessment of our performance during the 2026/27 financial year.

We also publish our performance results against these indicators on our website: [click here to access the Performance page of the website](#)

8.1 Waste and recycling

Performance against waste management targets and standard to be achieved for 2026-27 are:

Measure of success	2023/24	2024/25	2025/26	Annual Target 2026/27
The percentage of household waste collected by LCCC that is sent for recycling	50.88%	50.42%	TBC November 2026	50%
The total amount (tonnage) of biodegradable waste that is landfilled by LCCC	14,098 tonnes	12,544 tonnes	TBC November 2026	16,444 tonnes
The total amount (tonnage) of waste collected by LCCC	77,617 tonnes	78,738 tonnes	TBC November 2026	N/A

In 2025/26 the challenges for LCCC included the plateauing of recycling performance through its existing kerbside, household recycling centre and bring collection infrastructure.

The immediate focus for 2026/27 will be to improve recycling rates. Targets within the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) for municipal waste recycling are as follows:

- 55% recycling by 2025
- 60% recycling by 2030
- 65% recycling by 2035
- the amount of municipal waste landfilled to be reduced to 10% or less of the total amount of municipal waste generated by 2035

Targets within the Climate Change Act (Northern Ireland) 2022 (as yet undefined) are as follows:

- 70% recycling by 2030

Work to deliver a harmonised kerbside collection service across the council will continue in 2026/27 to improve recycling rates, reduce residual waste and move towards the municipal waste recycling targets.

8.2 Economic development

Measure of success	2023-24		2024-25		2025-26		2026-27
	Target	Actual	Target	Actual	Target	Actual	
The number of jobs promoted through business start-up activity via the Go for It programme	111	73	116	119	116	136	85 (DfE) 116 (Go Succeed)

This business start-up activity is the delivery of the statutory jobs promotion target as set by Department for the Economy (DfE) via the Business Support Programme “Go Succeed”.

The LCCC statutory target was historically for 85 jobs annually. However, DfE introduced a new annual target of 116 jobs in June 2023.

The 2025/26 figure is an internal estimate by LCCC and is due to be finalised by the lead Council for the Programme, Belfast City Council. This is expected to be finalised during the summer 2026.

8.3 Planning

Performance against planning targets and standard to be achieved for 2026-27 are:

Measure of success	2023-24	2024-25	2025-26	Annual Target 2026/27
<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>	56.4 weeks	59.2 weeks	62.4 weeks	Major applications processed from date valid to decision or withdrawal within an average of 30 weeks
<p>The average processing time of local planning applications</p> <p><i>[Local applications mean 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>	42.4 weeks	38.8 weeks	29.4 weeks	Local applications processed from date valid to decision or withdrawal within an average of 15 weeks
<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>	83.3%	69.6%	67.6%	70% of all enforcement cases progressed to target conclusion within 39 weeks of receipt of complaint

At this time the information available is unvalidated statistical information and the Annual Statistical Bulletin 2025/26 will not be available until the end of June 2026. Performance within LCCC for major applications for the 2024/25 period was 59.2 weeks and this is not significantly changed with average processing times for this year expected to be 62.4 weeks.

Performance within LCCC for local applications for the 2024/25 period was 38.8 weeks and this has improved by 9.4 weeks with average processing times for this year expected to be 29.4 weeks. This is a significant improvement in the overall processing times. The Council had an internal KPI to reduce the number of older applications pre-dating 31 December 2023 by 90%. Significant progress is made towards reducing the number of older applications which should allow further reduction in overall processing times for local applications in the incoming financial year 2026/27.

The ability to perform against the target for local applications remains a focus for overall performance improvement within the Council. The wider service improvement plan will assist in the incoming financial year to the Council maintaining and improving further the performance in relation to the operation of the Planning function.

Our Planning Unit is responsible for:

- decision making in relation to local and major applications
- making tree preservation orders
- producing a Local Development Plan outlining how land should be used and developed in the future
- planning enforcement

Quarterly statistical reports are compiled by DfI and provided to each of the councils. The reports are available to view on the DfI website by clicking here: [Planning activity statistics | Department for Infrastructure \(infrastructure-ni.gov.uk\)](https://www.infrastructure-ni.gov.uk/planning-activity-statistics) .

8. Consultation

An online consultation exercise on the draft improvement objectives and projects was carried out during April and May 2026. Three focus groups were held in various locations within the council area, at different times to enable as wide a reach and opportunity for feedback as possible. A sign language interpreter was present at two of these focus groups sessions as they were promoted as being accessible for the deaf community.

Any comments and suggested amendments from consultees will be incorporated where appropriate in the final published document by 30th June 2026. A consultation outcome report will also be published at this time.

As detailed in 'LCCC's Performance Improvement Process' shown in figure 2, page 7 stakeholders can propose new improvement objectives through the feedback loop, during the year and using the contact details below.

Contacts for feedback and review

If you would like to get in touch, please do so by one of the following methods:

Telephone: Performance Improvement Officer on 028 9244 7415 or 07790 778331

Email: performance@lisburncastlereagh.gov.uk

Write to Us: Performance Improvement Officer, Organisation Development & Innovation Directorate, Lisburn & Castlereagh City Council, Civic Headquarters, Lagan Valley Island, Lisburn, BT27 4RL.

Lisburn & Castlereagh City Council, on request, will take all reasonable steps to provide this document in alternative formats and in minority languages to meet the needs of those who are not fluent in English.

www.lisburncastlereagh.gov.uk/performance