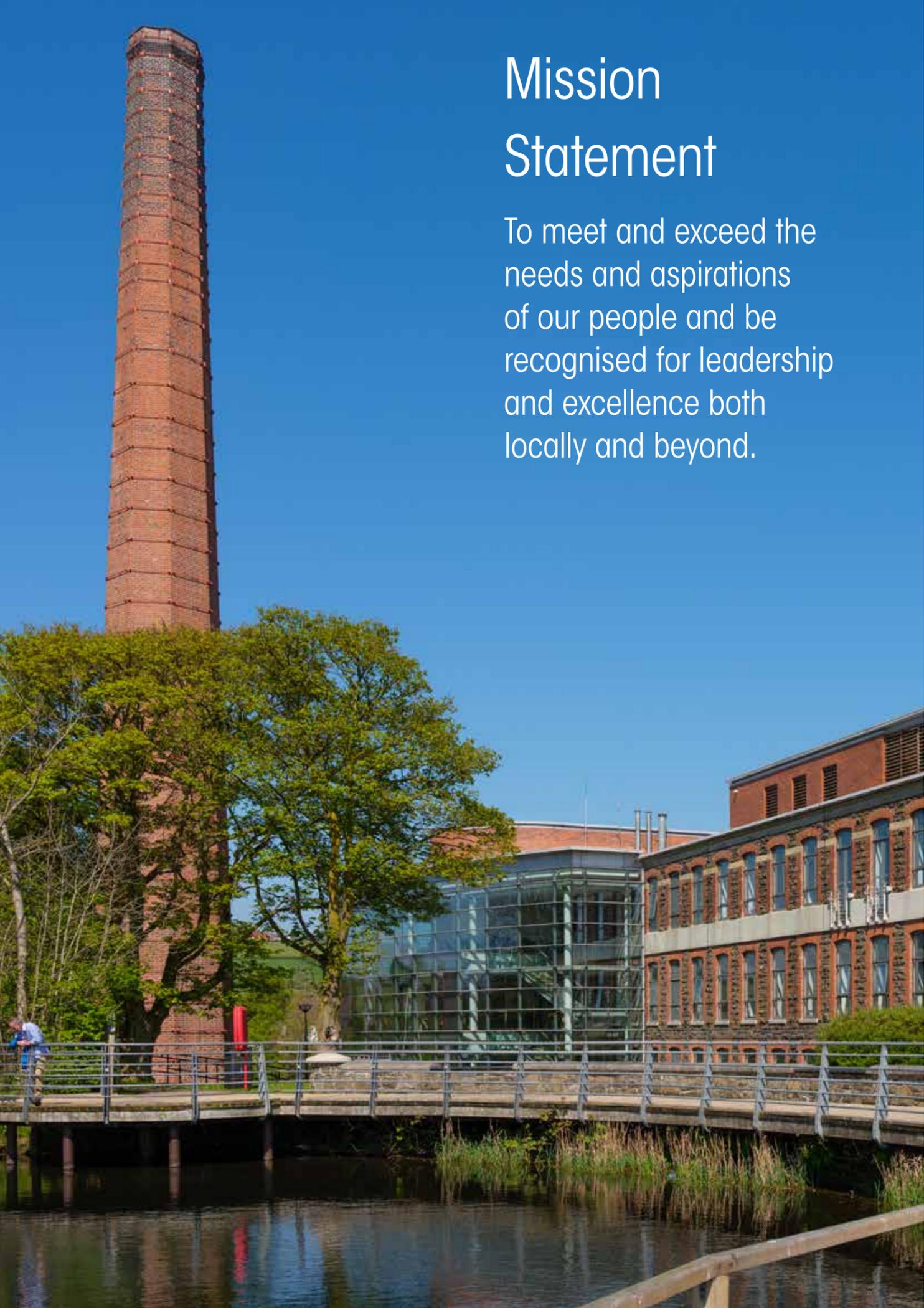


# Corporate Improvement Plan 2017/2018





# Mission Statement

To meet and exceed the needs and aspirations of our people and be recognised for leadership and excellence both locally and beyond.

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## Foreword from the Chief Executive



**JACQUI DIXON** BSC MBA  
Chief Executive

We are pleased to introduce our Corporate Improvement Plan for 2017-18.

This confirms our commitment to make a difference to services and outcomes for the people of our Borough. It has been aligned with the draft Community Plan and the Council's Corporate Plan to ensure the Borough of Antrim and Newtownabbey is 'A Prosperous Place, Inspired by our People; Driven by Ambition.'

We have set seven areas for improvement, balancing the need to improve services such as leisure and recycling with our determination to continue to improve the cleanliness of our Borough and achieve excellence in terms of customer satisfaction. We want to increase staff attendance, encourage entrepreneurship and streamline processes and systems to ensure that suppliers receive payments more promptly.

In delivering this Plan we look forward to working with all of our partners and stakeholders, making a difference for the people of the Borough.

We will provide the strong leadership that is needed to deliver these challenging objectives, and are confident that with the continued support of people throughout the Borough, staff, trade unions and partners, we will be able to deliver on the commitments that we have set out in this Plan.

*Jacqui Dixon*

## Introduction and Context

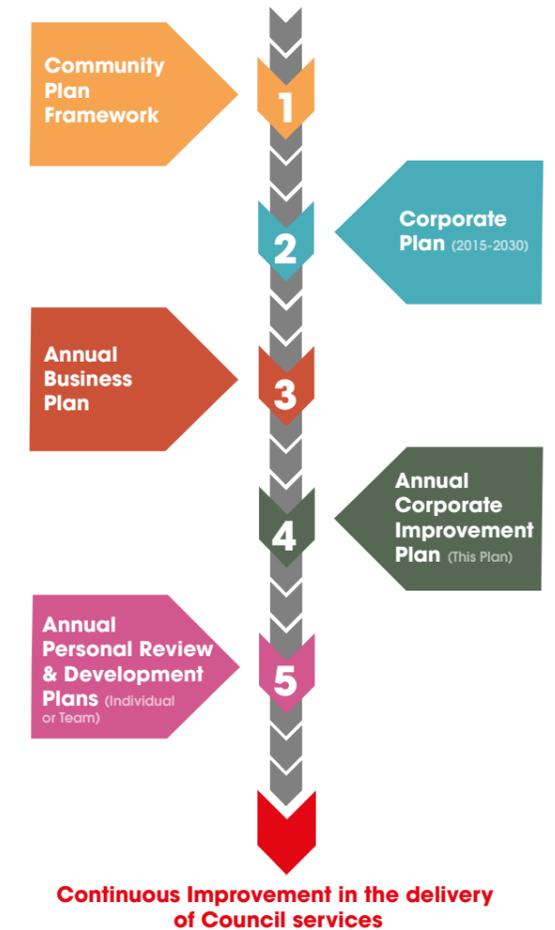
The Council's Corporate Improvement Plan 2017-18 sets out what we will do in the year ahead to deliver on our statutory duty, as listed in Part 12 of the Local Government Act 2014 (herein after referred to as "the Act"). These 'duties' relate to sections 84(1), 85(2) and 89(5) of the Act, whereby the Council has a statutory responsibility to make arrangements to:

- secure continuous improvement;
- secure achievement of its improvement objectives; and
- exercise its functions so that any Departmental specified standards are met.

Specifically, the Plan provides a rationale for why we have chosen our improvement objectives and details the expected outcomes. Each objective has been framed so as to bring about improvement in at least one of the specified aspects of improvement as defined in Section 76 of the Act (Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Efficiency and Innovation).

The Corporate Improvement Plan sits within a hierarchy of plans which guide our strategic policy direction and drive our service delivery arrangements (*Figure 1 opposite*).

Figure 1 • Strategic Planning Process



# Achieving Continuous Improvement

Central to Antrim and Newtownabbey Borough Council's Performance Improvement Framework is the achievement of our Corporate Vision to become a *"Prosperous Place, Inspired by our People, and Driven by ambition."*

The Council has put in place a Performance Management process which will drive and provide assurance that we are delivering on our Vision.

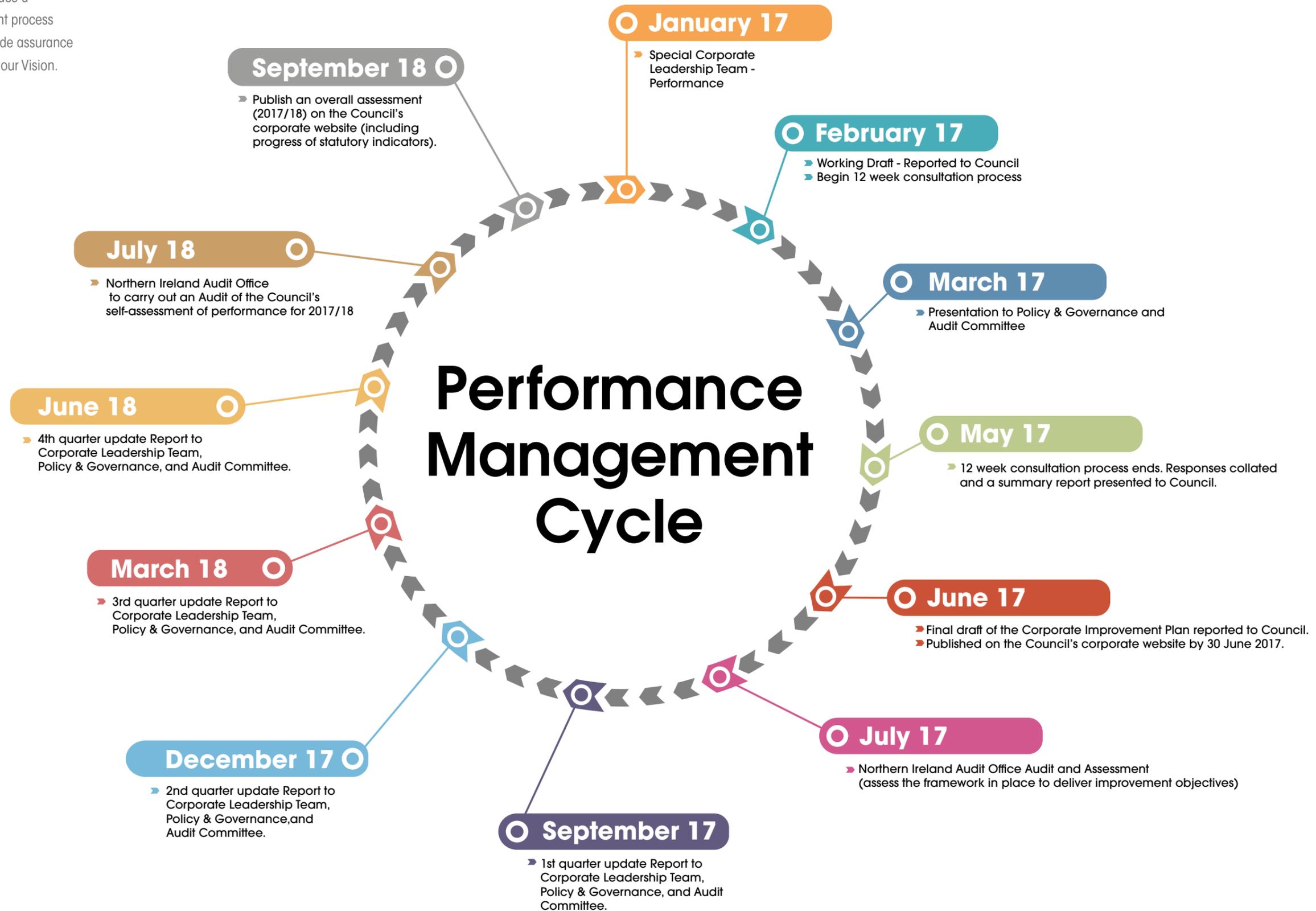


Figure 2 • Performance Management Framework

## Identifying Improvement Objectives



Improvement Objectives have been identified through a number of sources:

Our *Corporate Plan (2015-30)*, is a medium term strategy and clearly sets out 14 key priorities and measures under three themes: *Place; People; and Prosperity* these are underpinned by the Council's drive to optimise the performance of the organisation and the new powers of Community Planning as detailed opposite.

### COMMUNITY PLAN.

The Community Plan aims to improve the sustainable social, economic and environmental wellbeing of the Antrim and Newtownabbey area. A comprehensive engagement exercise with communities, partners and other stakeholders has been undertaken on the development of our new Community Plan at a Borough wide level and through our locality forums. This engagement process has led to the development of four priority areas described as outcomes, on which we will focus the delivery of services over the life of the Plan to 2030. The five priority areas are:

- Our citizens enjoy good health and wellbeing.
- Our citizens live in connected, safe, clean and vibrant places.
- Our citizens benefit from economic prosperity.
- Our citizens achieve their full potential.
- Our vulnerable people are supported.

### CONSULTATIONS/SURVEYS.

We recognise the varying needs of our community and the need to provide appropriate opportunities for stakeholders to participate and influence the services and facilities we provide. Throughout 2016-17, we have consulted widely with our residents and stakeholders on a broad range of services. We have listened to, and responded to this feedback and it has been incorporated into this Plan.

### MEDIUM TERM FINANCIAL PLAN.

In setting these improvement objectives the Council's three-year financial plan has been considered, ensuring that we have the financial stability to be able to invest in capital programmes and be at the forefront of innovation and improvement, whilst minimising the rates burden for our residents.

### DIGITAL TRANSFORMATION.

The Council aspires to *'be the most digitally advanced Council in Northern Ireland'*. This vision is central to the Council's improvement and transformational success and hence has been considered when setting these objectives.

Through the appropriate use of technology, we aim to ensure that business processes and customer transactions are delivered in a smarter, more agile way to enhance customer engagement and service excellence.

### TRANSFORMATIONAL CHANGE MANAGEMENT PROJECTS.

A number of transformational change management projects have been identified which will deliver improvements to service delivery and financial efficiency. These have also been considered in relation to the setting of improvement objectives for this year.

### PERFORMANCE DATA.

We have reviewed performance and benchmarking data, when setting these improvement objectives and measures. This has allowed us to assess our performance against comparable organisations, expose areas where improvement is needed and identify 'superior performance and excellence' elsewhere with a view to striving to achieve similar or improved standards of performance in our delivery of services.

### PROGRAMME FOR GOVERNMENT.

We have reviewed the outcomes identified in the draft Programme for Government in the context of this Corporate Improvement Plan.

### ONGOING CONSULTATION.

The Council will continue to consult with communities and relevant stakeholders throughout the year with an opportunity to identify new objectives.

## Corporate Improvement Objectives 2017-2018

In identifying corporate improvement objectives for 2017-18, it was recognised that these should enhance the core business being planned and delivered in the 2017-18 year.

Our Corporate Improvement Objectives provide a specific focus on delivering key improvements which also meet the seven aspects of improvement as identified by legislation, i.e.

- Strategic Effectiveness
- Service Quality
- Service Availability
- Fairness
- Sustainability
- Efficiency
- Innovation

Our Corporate Improvement Objectives for 2017-18 cover a broad range of business functions and will contribute to the sustainable, social, economic and environmental wellbeing of the Antrim and Newtownabbey Borough, delivering improvements for our citizens and ratepayers.

## Consultation

Antrim and Newtownabbey formally consulted on the corporate improvement objectives. A working draft of the Corporate Improvement Plan was taken to the Council meeting in February 2017 for Elected Members consideration and comment.

On 2 March 2017 the Council initiated a twelve-week public consultation to derive feedback from Elected Members; Residents and Stakeholders; Local Businesses; Statutory and other community planning partners and other bodies with which collaborative working is taking place or is being planned. This included a presentation to Elected Members at the Policy and Governance and Audit Committee.

An online questionnaire on the Council's corporate website / consultation hub enabled the Council to seek opinions on the range of corporate improvements as set out in the draft Plan. An article was included in the Council's magazine 'Borough Life', and was advertised on social

media (Facebook and Twitter) and the Council's employee app 'iConnect'. In addition, officers emailed a copy of the Plan to all their key stakeholders for their comment and feedback.

The public consultation closed on 25th May 2016 and fourteen responses were received. Many of the responses reinforced the identified improvement objectives and detailed practical and specific examples which will be actioned.

The feedback from the consultation on the Corporate Improvement Plan 2017-18 was brought to Elected Members for approval in May 2017 and the final version of the Plan was approved in June 2017.

The Council will continue to consult with communities and relevant stakeholders throughout the year with an opportunity to identify new objectives.



## Improvement Objective 1

- We will improve the level of cleanliness of the Borough.

### WHICH OF THE 7 STATUTORY ASPECTS OF IMPROVEMENT WILL THIS OBJECTIVE AIM TO DELIVER AGAINST?

Strategic Effectiveness; Service Quality; Service Availability; Sustainability and Efficiency

### ASSOCIATED COMMUNITY PLAN FRAMEWORK OUTCOME.

"Our citizens live in connected, safe, clean and vibrant places."

### ASSOCIATED CORPORATE PLAN 2015-2030 OBJECTIVE.

"A place where people take pride in their surroundings."

"We have vibrant and welcoming towns, villages, neighbourhoods and rural area and an efficient planning process that promotes positive development."

### WHY HAS THIS OBJECTIVE BEEN CHOSEN?

Ensuring that the Borough is clean is critical if we are going to give people a sense of vibrancy and pride in their surroundings. However, changing lifestyles and social attitudes have led to an increase in litter levels meaning that keeping the Borough clean is becoming more challenging. There is no doubt that littering and dog fouling impact upon people in every community. As a result, the Council invests over £2,360,908 annually to keep the Borough clean. A resident satisfaction survey conducted in the December 2015 edition of 'Borough Life', identified that there is scope to improve satisfaction with our services. Respondents reported:

- 55% satisfaction with the 'cleanliness of the roads and streets in your area'.

In addition, the Council participated in the Keep NI Beautiful National Benchmarking Survey (2015). The survey rated the Borough as 7th in terms of the cleanliness score, and had the 5th highest number of fixed penalties issued by the Council.

Over the course of the last year, measures have been put in place to improve the cleanliness of the Borough, such as the introduction of new litter bin collection rounds and street cleansing routes, the installation of a new public realm cleaning contract and improved litter bin provision. In the March 2017 edition of 'Borough Life' and through social media, we conducted a follow-up survey, to re-assess residents' satisfaction with the cleanliness of the Borough. In 2016, the Council supported 30 community clean-ups through our Support in Kind scheme and this was a 130% increase on the previous year. However, the Council received approximately 1,800 requests for service to deal with litter and dog fouling issues, during the past year.

Dog fouling is offensive and a proven risk to public health. Parks and recreation areas have the highest levels of dog fouling, with retail areas the lowest, which reflects where dogs tend to be walked.

The Council will continue with its two pronged approach of education and enforcement. Working with local residents, we will continue to establish the Dog Watch Schemes which engages residents in the battle against irresponsible dog owners. We will also fully utilise the powers in the Council's Enforcement Policy to punish those who continue to blight the Borough through littering and dog fouling.

### WHAT WILL WE DO?

1. Review and improve our enforcement service to further tackle dog fouling and littering, with a view to responding to requests for service within one working day.
2. Implement a cleanliness education campaign to prevent littering and dog fouling and to encourage the public to report litter and dog fouling incidents/hotspots.

### WE WILL HAVE SUCCEEDED IF:

1. Our residents report a 5% increase in satisfaction with the level of cleanliness of our Borough.
2. Our performance is in the top quartile of the annual Keep Northern Ireland Beautiful National Benchmarking Report.
3. Our performance for the number of fixed penalties issued is in the top quartile of the annual Keep Northern Ireland Beautiful National Benchmarking Report.



## Improvement Objective

# 2

- We will increase levels of household recycling and reduce the amount of waste sent to landfill.

### WHICH OF THE 7 STATUTORY ASPECTS OF IMPROVEMENT WILL THIS OBJECTIVE AIM TO DELIVER AGAINST?

Strategic Effectiveness; Service Quality; Service Availability; Sustainability; Efficiency and Innovation

### ASSOCIATED COMMUNITY PLAN FRAMEWORK OUTCOME.

"Our citizens benefit from economic prosperity."

### ASSOCIATED CORPORATE PLAN 2015-2030 OBJECTIVE.

Associated Corporate Plan 2015-2030 objective

"A place where people choose to reuse or recycle their waste"

### WHY HAS THIS OBJECTIVE BEEN CHOSEN?

The Council's annual budget for waste operations is approximately £12 million and therefore forms a significant part of the domestic rates bill. During 2015/16 the Council achieved a household recycling rate of 47.5% and with continued efforts expects to achieve 49% during 2017/18. Residents in the Borough can recycle a wide range of products at the kerbside, e.g. paper, cardboard, plastic bottles and containers, metal food and drink cans and food and garden waste. In addition, our Recycling Centres also accept timber, rubble, carpets, and old electrical items. The Council expanded the collection of dry recyclables in the Antrim area and introduced 4000 triple stack units and smaller 180L general waste bins in parts of Newtownabbey area to replace the existing kerbie boxes. We also expanded the commercial food waste recycling service to businesses in the Newtownabbey area and improved our Bulky Waste Collection Service by purchasing new collection vehicles to allow more reuse and recycling of the materials lifted.

Currently residents in Newtownabbey can recycle glass bottles and jars in at the kerbside, whilst residents in Antrim use a 'bottle bank'. Therefore, in 2017/18 the Council will use the

Recycling Gap Analysis to identify the most efficient method of collecting glass from the Antrim residents. Funding will also be sought from Central Government to reduce the initial financial burden in relation to the introduction of this service. To maximise opportunities for recycling the Council will also provide an additional 16,000 triple stacks and smaller 180L general waste bins to homes in the Newtownabbey area.

Continuing to improve our recycling performance is not only important for the environment but also is financially advantageous. The costs of waste disposal per tonne are increasing due to inflationary pressures and a rise in landfill tax. Therefore, by increasing the usage of our direct recycling collection services e.g. kerbie boxes, blue and brown bins, and reducing the amount of municipal waste that is landfilled we will reduce costs. On average the cost of recycling is £50 per tonne, whereas to landfill a tonne of waste costs approximately £100. In 2015/16 the Council landfilled 35,197 tonnes of waste, our aim during 2017/18 is to divert 1,115 tonnes from landfill to recycling, resulting in savings of approximately £55k.

### WHAT WILL WE DO?

1. Expand the garden and food waste recycling scheme to 3,500 rural properties in the Antrim area.
2. Expand the range of dry recyclable materials in the Antrim area with the introduction of a recycling collection service for glass bottles and containers.
3. Expand the use of triple stack bins and smaller 180L general waste bins to a further 16,000 homes in the Newtownabbey area.
4. Support these changes with an effective education and awareness campaign.

### WE WILL HAVE SUCCEEDED IF:

1. We recycle at least 49% of our household waste by 2017/18.
2. We landfill no more than 33,000 tonnes (circa) of waste in 2017/18.



## Improvement Objective

3

- We will increase overall customer satisfaction by using technology to increase accessibility to information and services.

### WHICH OF THE 7 STATUTORY ASPECTS OF IMPROVEMENT WILL THIS OBJECTIVE AIM TO DELIVER AGAINST?

Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Efficiency and Innovation

### ASSOCIATED COMMUNITY PLAN FRAMEWORK OUTCOME.

"Our citizens live in connected, safe, clean and vibrant places."

### ASSOCIATED CORPORATE PLAN 2015-2030 OBJECTIVE.

"We will communicate clearly with our residents, listen to their feedback and respond to their needs. Customers will increasingly use the Council's website for its convenience and ease of use to order, pay for and request services."

### WHY HAS THIS OBJECTIVE BEEN CHOSEN?

Our customers are at the heart of all the services we offer. A Resident Survey (December 2015), indicated a positive result i.e. '74% overall customer satisfaction with the Council Services'. Over the course of the last year positive efforts to further improve customer services have been made and we carried out a survey with residents to assess if we have improved (March 2017).

Technology is ever changing and we need to keep pace with the opportunities this gives the Council to improve the customer experience, reduce costs and make our services more accessible. One of the ways we can do this is to encourage more customers to book online.

In order to do this effectively, the Council's website will need to be updated to make online tasks easy and accessible. Feedback from our residents (December 2016), stated a 57% satisfaction rate with the quality of information available on the Council's website.

During 2016/17 seven services were offered online, bringing the total online services offered to our customers to twenty-one. Over the next year, the Council aims to build on this success and identify and scope those services which would be suitable for digital development with a view to improving customer services and reducing costs.

### WHAT WE WILL DO

1. Improve the 'user friendliness' of the Council's website.
2. Identify, scope and deliver digital developments to improve customer service.

### WE WILL HAVE SUCCEEDED IF:

1. 5% increase in overall resident satisfaction with Council services.
2. 5% increase in the number of services provided digitally.
3. There is a 65% resident's satisfaction rating with the quality of information on the Council's website and digital services.



<sup>2</sup> Satisfaction measured by 'Very Good and Good' responses.

## Improvement Objective **4**

- We will increase the number of people who use our leisure centres.

### WHICH OF THE 7 STATUTORY ASPECTS OF IMPROVEMENT WILL THIS OBJECTIVE AIM TO DELIVER AGAINST?

Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Innovation and Efficiency

### ASSOCIATED COMMUNITY PLAN FRAMEWORK OUTCOME.

"Our citizens enjoy good health and well-being".

### ASSOCIATED CORPORATE PLAN 2015-2030 OBJECTIVE.

"The support we provide will lead to a more active, healthy and empowered community."

### WHY HAS THIS OBJECTIVE BEEN CHOSEN?

Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Innovation and Efficiency

We recognise the valuable social, health and economic benefits that the provision of leisure facilities can create for our communities, alongside an improved quality of life. Research which was carried out as part of the community planning process, identified a number of key health indicators of concern for our Borough, for example:

- Approximately 1 in 8 people in Antrim and Newtownabbey are registered as suffering from high blood pressure – it is the most commonly recorded disease in the Borough affecting more than twice as many people as either diabetes or heart disease.
- The 2011 census figures indicate that across the Borough 81.09% of usual residents were in "good" or "very good" health, but this ranges across the Borough from 89% (in Mallusk) to 65% (in Whitehouse).



- 19% of usual residents had a long term health problem, 10.7% having a mobility or dexterity difficulty.
- Our citizens are active – 34% of respondents to a Sport NI survey in 2010 did 30 minutes of physical activity 5 times per week. 19% of respondents had been out walking.

The Council plays a key role in helping people in our Borough improve their health and well-being. With excellent resources such as six high quality leisure centres and well-trained staff it is in a pivotal position to have an impact. During 2015/16, usage of leisure centres was 1,023,296, and we had 4778 people who were part of the leisure membership scheme. We want to see these figures increase.

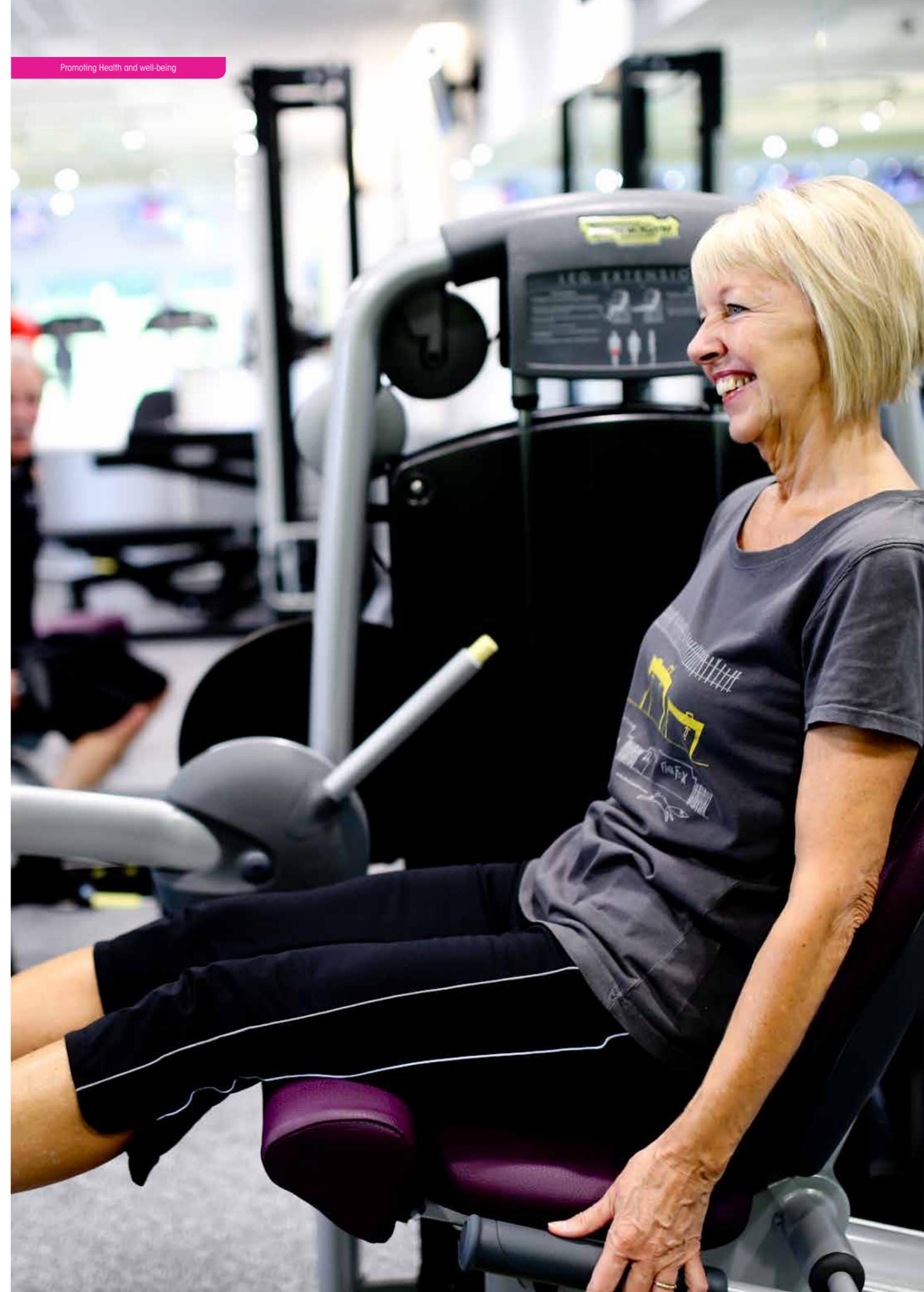
The introduction of a new and innovative membership scheme and pricing policy that removes barriers to access and encourages participation, should contribute to increased levels of activity our population across all age ranges.

### WHAT WILL WE DO?

1. Introduce a new leisure membership scheme and pricing policy.
2. Develop and implement a marketing and branding campaign to increase awareness of the benefits of participation, what's on offer and its value for money.

### WE WILL HAVE SUCCEEDED IF:

1. There is a 10% increase in the number of people taking out leisure memberships.
2. There is a 20% increase in the number of people attending our leisure centres.



## Improvement Objective **5**

- We will encourage entrepreneurship across the Borough.

### WHICH OF THE 7 STATUTORY ASPECTS OF IMPROVEMENT WILL THIS OBJECTIVE AIM TO DELIVER AGAINST?

Strategic Effectiveness; Service Quality; Service Availability; Sustainability and Innovation

### ASSOCIATED COMMUNITY PLAN FRAMEWORK OUTCOME.

"Our citizens benefit from economic prosperity."

### ASSOCIATED CORPORATE PLAN 2015-2030 OBJECTIVE.

"We identify and support entrepreneurship."

### WHY HAS THIS OBJECTIVE BEEN CHOSEN?

The Council wants to ensure that Antrim and Newtownabbey is a prosperous Borough with a culture of entrepreneurship. A thriving local economy will create employment opportunities and offer a variety of valued services to our residents and visitors.

The Council is responsible for delivering the Northern Ireland Business Start-Up Programme to encourage and support our entrepreneurs. Our entrepreneurial activity rate, however, is the one of the lowest in Northern Ireland (4.2%), compared to a Northern Ireland rate of 6.7%.

The Council, therefore wants to improve our entrepreneurial rate and sustain a strong prosperous economy. We will engage with businesses, universities, colleges, Invest NI and other relevant stakeholders, taking a lead on an economic 'think tank', to address skills gap, maintain a varied and strong business case and attract investment from outside the Borough. Our current Programme for Government target to promote jobs within this programme is 80. We intend to create approximately 90 jobs in the 2017/18 year by increasing participation on this programme.

### WHAT WILL WE DO:

1. Deliver a high quality support service to those interested in starting a new business.
2. Deliver innovative measures to attract and support new businesses. To help them develop and grow.

### WE WILL HAVE MADE A DIFFERENCE IF:

1. We have promoted approximately 90 jobs via the Business Start-Up Programme.



Supporting Local Business



GROW in Action

<sup>3</sup> Global Entrepreneurship Monitor, NI Report 2014

## Improvement Objective 6

- We will increase the speed with which we pay suppliers.

### WHICH OF THE 7 STATUTORY ASPECTS OF IMPROVEMENT WILL THIS OBJECTIVE AIM TO DELIVER AGAINST?

Strategic Effectiveness; Service Quality and Efficiency

### ASSOCIATED COMMUNITY PLAN FRAMEWORK OUTCOME.

"Our citizens benefit from economic prosperity."

### ASSOCIATED CORPORATE PLAN 2015-2030 OBJECTIVE.

"We will deliver savings and improvement programmes across a range of services and we are committed to paying our suppliers promptly."

### WHY HAS THIS OBJECTIVE BEEN CHOSEN?

As a key procurer of goods and services in the Borough, the Council is aware of the importance of cash flow to businesses, particularly small businesses and will review its current processes to ensure that suppliers receive payments more quickly.

Period	% Paid within 30 Days	% Paid within 10 Days
1 April 2015 – 30 June 2015	89%	70%
1 July 2015 – 30 September 2015	49%	23%
1 October 2015 – 31 December 2015	59%	35%
1 January 2016 – 31 March 2016	88%	61%
Average prompt payment performance for 2015/16	72.7%	48.4%

Significant progress has been made during 2016/17 to improve this performance, however further work is required during 2017/18 to ensure our targets are met.



### WHAT WILL WE DO?

- We will review and improve internal processes to ensure that payment targets are met.

### WE WILL HAVE SUCCEEDED IF:

- 80% of invoices are paid within 10 working days.
- 90% of invoices are paid within 30 working days.



## Improvement Objective 7

- We will increase staff attendance levels across the Council.

### WHICH OF THE 7 STATUTORY ASPECTS OF IMPROVEMENT WILL THIS OBJECTIVE AIM TO DELIVER AGAINST?

Strategic Effectiveness; Service Quality; Service Availability and Efficiency

### ASSOCIATED COMMUNITY PLAN FRAMEWORK OUTCOME.

"Our citizens enjoy good health and well-being."

### ASSOCIATED CORPORATE PLAN 2015-2030 OBJECTIVE.

"We are innovative and results focused, aiming to make the best use of resources available to us."

### WHY HAS THIS OBJECTIVE BEEN CHOSEN?

High levels of attendance at work contribute to the planning and provision of quality services and high levels of morale among employees. It also contributes the overall health and well-being of our Borough, as on average 60% of our employees reside in the Borough.

During 2015/16 the average days lost per employee was 12.12, this was an 8.31% increase on the previous year. The Council is committed to maximising attendance and during 2015/16, 48% of our employees had 100% attendance. We will continue to work collaboratively to manage absence closely, review procedures and make improvements where appropriate. Through employee engagement, recognition and well-being initiatives we will encourage staff to focus on their own health.



### WHAT WILL WE DO?

- We will manage absence closely, review procedures, and deliver employee engagement, recognition and well-being initiatives to reduce sickness absence levels across the Council.

### WE WILL HAVE SUCCEEDED IF:

- There is a 1% reduction in the average number of days lost per employee.
- We have maintained 100% staff attendance levels.

PLANNING



WASTE MANAGEMENT

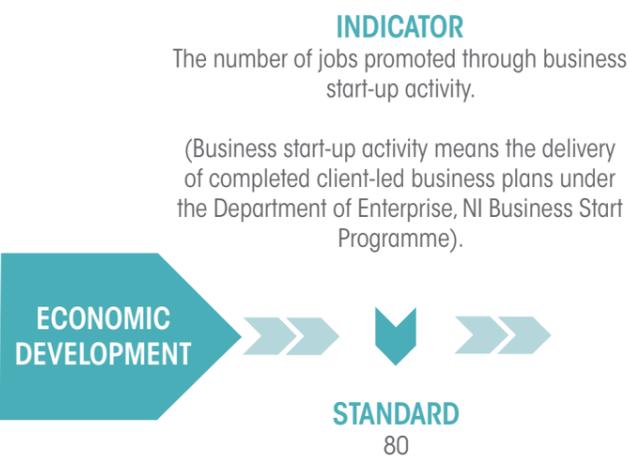
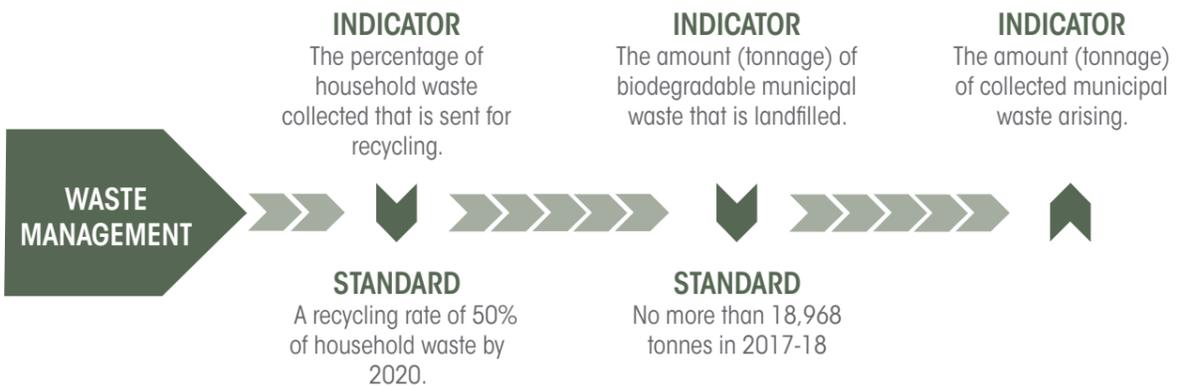
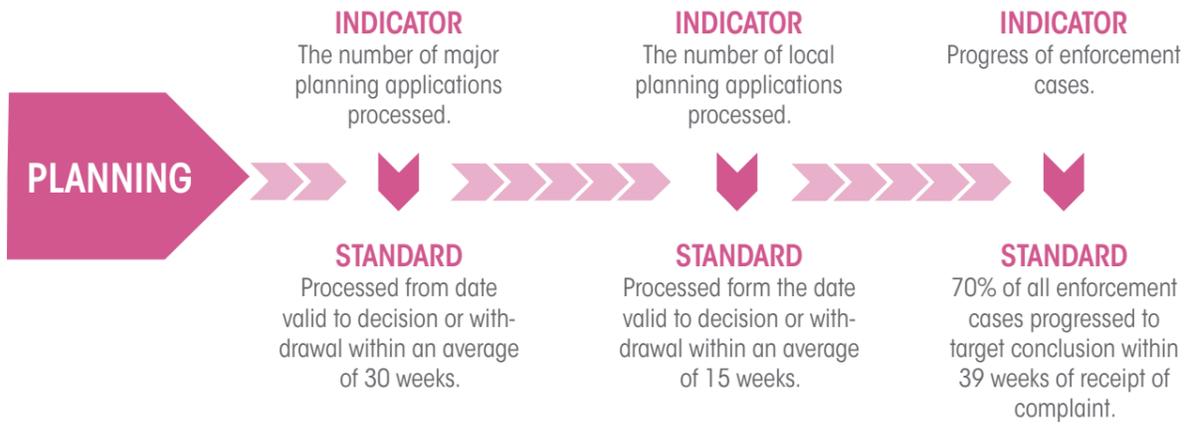


ECONOMIC DEVELOPMENT



Statutory Indicators

Section 89(5) of the Local Government Act 2014 specifically refers to the standards specified in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015. In addition to the Corporate Improvement Objectives identified, Antrim and Newtownabbey Borough Council is committed to meeting and, where possible exceeding the standards set by central government departments through statutory performance indicators, as set below:



## Annual Report on Performance

The Council will publish information annually on its performance in achieving the improvement objectives and those performance indicators and standards set by the Department.

These assessments and improvement plans will be subject to audit by the Local Government Auditor who will produce an Annual Improvement Report for each financial year for each Council.

## Corporate Improvement Governance Framework

A Corporate Improvement Governance Framework for Antrim and Newtownabbey Borough Council has been developed.

This is to ensure that commissioning, delivery, problem solving and monitoring of identified corporate improvement projects are achieved.

A copy of this document is available in Appendix A.



# Appendix A

## Corporate Improvement Governance Framework

### INTRODUCTION

A Corporate Improvement Governance Framework for Antrim and Newtownabbey Borough Council has been developed. This is to ensure that commissioning delivery, problem solving and monitoring of identified corporate Improvement projects are achieved. Diagram 1 illustrates the proposed structure graphically.

### ROLES AND RESPONSIBILITIES

**Antrim and Newtownabbey Borough Council** will provide overall approval of the Corporate Improvement Plan and have responsibility for overseeing the delivery of the corporate improvement objectives.

**Audit Committee** has overall responsibility to ensure that arrangements for good governance are in place and operating effectively and that arrangements are in place to secure continuous improvement in its functions. The Audit Committee will provide oversight of the Council's improvement responsibilities and ensure that a comprehensive suite of plans and policies that support improvement are in place, up-to-date and operating effectively.

The Audit Committee will ensure that the Policy and Governance Committee and Corporate Leadership Team are subjecting the Council's priorities, improvement objectives, projects, risks and performance to appropriate scrutiny, challenge and evaluation. Progress Update Reports will be provided on a quarterly basis to this Committee.

**Policy & Governance Committee** will provide scrutiny, challenge and evaluation in terms of the Council's priorities, improvement objectives, projects, risks and performance. Progress Update Reports will be provided on a quarterly basis to this Committee.

**The Corporate Leadership Team (CLT)** will oversee the development and delivery of the draft Corporate Improvement Plan, quality assure proposals and resolve corporate issues as they arise. This will require it to:

- Agree the draft Corporate Improvement Plan for approval by Committee/Council.
- Agree the individual project plans and monitor the delivery of the overall achievement of the objectives.
- Approve resources (HR & Finance).
- Identify policy issues and agree corporate position.
- Quality assure any proposals on Standards, Cost, Income, and Quality of Service.
- Agree corporate position on issues referred by Improvement Team/s.
- Report on progress and seek policy direction from Committee/Council.

**Project Sponsor (Director)** If a corporate improvement team is established to deliver an improvement objective a Director will act as Project Sponsor. This Sponsor is the individual that the Project Manager and/or team can turn to for support. The Sponsor will have strategic influence throughout the organisation to ensure that the Project Manager gets what he/she needs (e.g. resources – HR, Finance & IT etc.) to ensure ultimate success.

**Project Manager.** The Project Manager role is to scope the specific project in relation to the delivery of the agreed objective, develop and agree a work plan with the Project Sponsor, agree the allocation of duties and ensure delivery within time and cost limits. The Project Manager assumes a degree of authority and decision making for matters associated with the actions and outcomes of the project. The Project Manager will review progress monthly with the appropriate Project Sponsor (Director) and quarterly reports to CLT/Committee.

**Improvement Team.** Membership of Improvement Teams will be drawn from a range of staff most relevant to the delivery of the projects outlined. This may include staff at both managerial and operational level and it is likely that project teams will include staff from a range of service and support areas. Not all improvement objectives will require the formation of a specific team to ensure the successful delivery of the objective. The formation of Improvement Teams will be agreed by the Corporate Leadership Team. Due to the cross cutting nature of objectives, one, two and four, improvement teams will be established to ensure the effective achievement.



**Performance and Transformation Team.** It is the responsibility of the Performance and Transformation Team to:

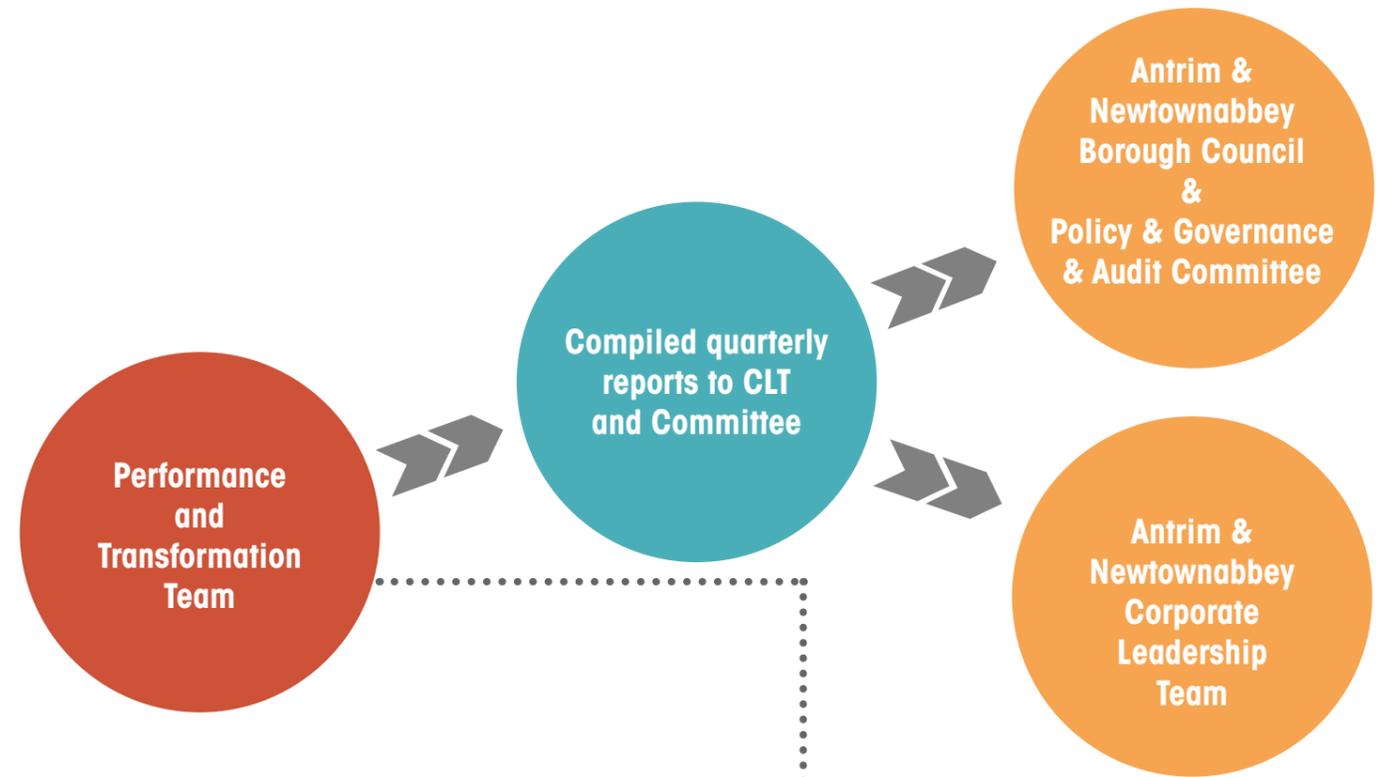
- Support the Project Managers to 'scope' the individual objectives and develop work programmes.
- Support and oversee the work of the Improvement Teams to ensure that each is working to the agreed timescale and milestones.
- Coordinate all quarterly reporting templates, minutes and recommendation reports to the CLT/Committee.
- Prepare reports to CLT, highlighting issues and risks if required.
- Liaise with the Northern Ireland Audit Office in relation the Council's improvement duty.



**Resources.** It is recognised that from time-to-time Improvement Teams or individual Project Managers may need additional resources. If required, the Project Manager will draft a business case for consideration at CLT. An appropriate budget has been allocated for the delivery of these projects.



# Corporate Improvement Governance Framework





ANTRIM CIVIC CENTRE  
50 Stiles Way, Antrim BT41 2UB  
T 028 9446 3113

MOSSLEY MILL  
Carnmoney Road North, Newtownabbey BT36 5QA  
T 028 9034 0000 • T 028 9446 3113

[www.antrimandnewtownabbey.gov.uk](http://www.antrimandnewtownabbey.gov.uk)