



Annual Report (2017-18)





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FOREWORD & INTRODUCTION

Welcome to Antrim and Newtownabbey Borough Council's Annual Report on our performance for the year 2017-18.

The Annual Report provides an overview of the progress made in terms of the four strategic pillars set out in the Corporate Plan 2015-30.

This document also presents a self-assessment of the performance of Antrim and Newtownabbey Borough Council (the Council) in discharging the general duty under Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act) in relation to performance improvement arrangements. It sets out an assessment of the Council's performance against the following requirements:

1. Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste for 2017/2018, including comparison with the previous year;
2. Performance improvement objectives set out in the 2017/2018 Corporate Improvement Plan;
3. Baseline information on self-imposed indicators and standards collected during 2017-2018 and the previous year.

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

It has been a productive year for the Council, with achievements that we are proud of. We acknowledge the support of key partners and businesses in the Borough and importantly our citizens who help shape our services. We will continue to take your feedback on-board and use this to provide further improvements to service delivery. By working together we will achieve our ambition of being 'a prosperous place, inspired by our people, and driven by ambition'.

I would like to thank all of our Elected Members, partners and staff for their hard work over the past year. We wish to continue our partnership approach with residents, local businesses, communities, statutory partners and other organisations to build upon the successful achievements in order that we can look forward to a successful future together.

JACQUI DIXON BSC MBA

Chief Executive





OUR VISION

A prosperous place.
Inspired by our people.
Driven by ambition.

MISSION STATEMENT

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

PLACE

- A place where people take pride in their surroundings.
- A place where people feel safe.
- A place where we protect and enhance, where possible, our natural habitats and built heritage.
- We have vibrant and welcoming towns, villages, neighbourhoods, and rural areas and an efficient planning process that promotes positive development.
- A place where people choose to reuse or recycle their waste.

PEOPLE

- Our communities will have access to high quality Council services and facilities. The support we provide will lead to a more active, healthy and empowered community.
- Communities and agencies work together to plan and deliver better services, address disadvantage and improve the quality of life for everyone.
- Our community is inclusive and supportive and encourages a culture of tolerance, diversity and respect.
- We communicate clearly with our residents, listen to their feedback and respond to their needs.
- We will achieve excellence in customer and service quality standards and this will be recognised through accreditation schemes.

PROSPERITY

- We identify and support entrepreneurship, have a strong competitive business advantage and are a centre of excellence for leading edge companies.
- We have a world class infrastructure which attracts inward investment and supports productivity, exports and business growth.
- We stimulate business activity to sustain existing jobs and create new employment opportunities.
- We maximise tourism opportunities and have a strong arts and cultural economy.

PERFORMANCE AND COMMUNITY PLANNING

CORPORATE VALUES



EXCELLENCE

We take pride in organisational and service excellence, delivering the highest quality services to customers through a professional, motivated and highly valued workforce. We use technology and innovation to improve our services and promote a proactive and modern approach to the development of our Borough.

■ **PROACTIVE**

■ **MODERN**

■ **RESPONSIVE**

■ **PROFESSIONAL**



INTEGRITY

We serve our Borough with integrity, honesty and fairness and treat all of our residents, visitors, stakeholders and employees with respect. We allocate our resources and provide our services in a fair and equitable way.

■ **RESPECT**

■ **HONESTY**

■ **FAIRNESS**

■ **CONSISTENCY**



COMMITMENT

We are committed to placing the customer at the heart of everything we do, achieving value for money and positive outcomes through high quality services and community empowerment. We demonstrate leadership and team work, engaging with the public to understand their needs and exceed their expectations.

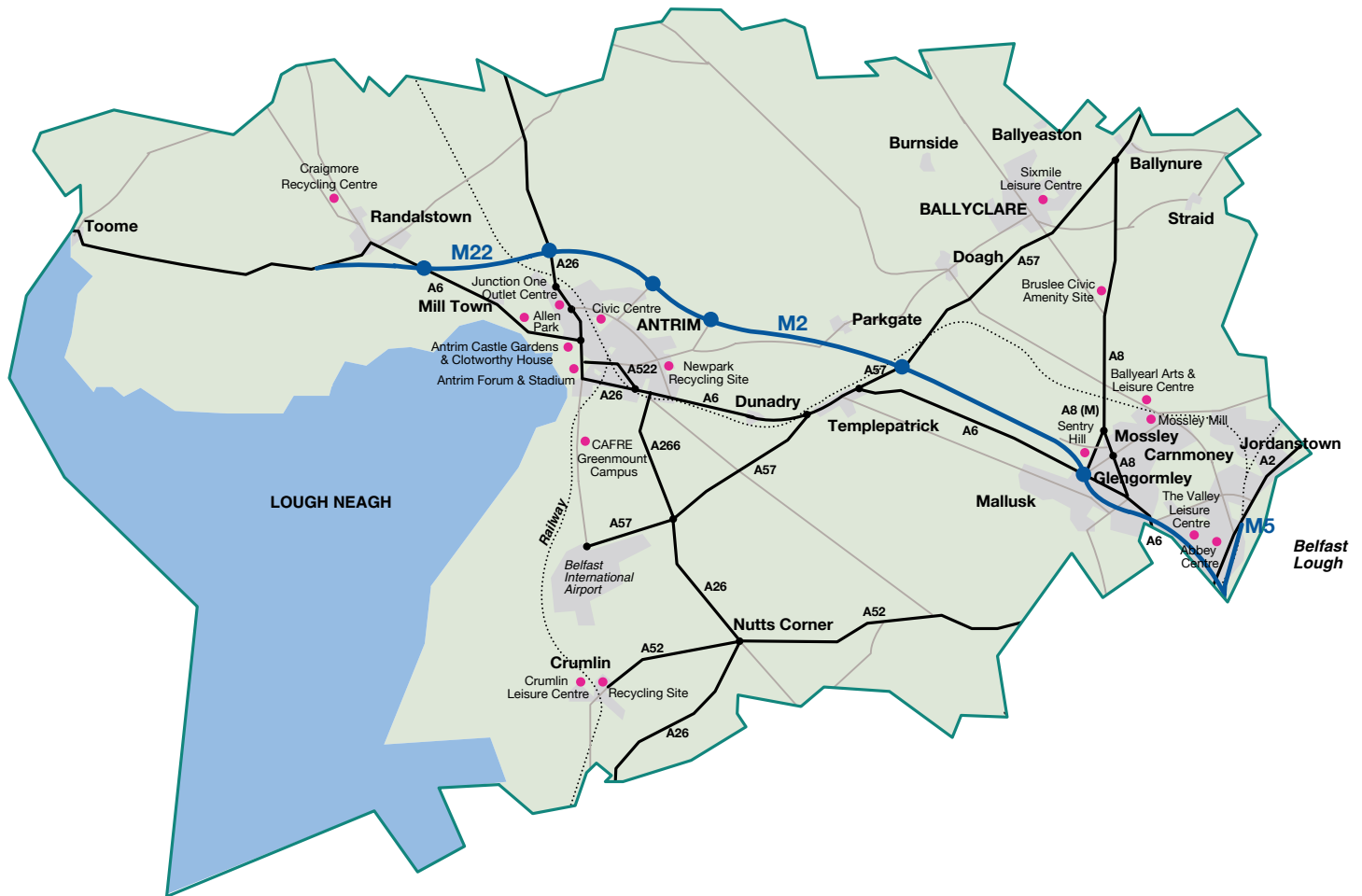
- CITIZEN CENTRED
- HIGH QUALITY SERVICES
- POSITIVE LEADERSHIP
- VALUE FOR MONEY



RESPONSIBILITY

We make responsible decisions and are accountable, consistent and transparent in all our actions and behaviours. We strive for economic, social and environmental sustainability.

- TRANSPARENT
- ACCOUNTABLE
- ECONOMIC, SOCIAL AND ENVIRONMENTAL SUSTAINABILITY



1

Our Council area covers 274 sq miles from the shores of Lough Neagh in the west to the shores of Belfast Lough in the east and from its northern boundary with Ballymena, the Glens of Antrim and the Port of Larne to its southern borders with Belfast and Lisburn.

2

141,697 people live in the area, there are 4,020 VAT registered businesses and 212,000 annual visitors.

3

65,000 vehicles pass through each day on the M2 - one of three major transport corridors through the area.

4

5.8 million people arrive or depart every year through Northern Ireland's busiest gateway, Belfast International Airport.

5

Two of Northern Ireland's most popular and modern retail outlets, The Junction and Abbey Centre, attract shoppers from far and wide. Our town centres offer a friendly local shopping experience.

6

Three higher education facilities, CAFRE Agricultural College at Greenmount Campus in Antrim, Northern Regional College and the Ulster University at Jordanstown, cater for over 20,000 students.

7

Two hospitals, Antrim Area and Whiteabbey, are within its boundaries.

8

90 services delivered by 659 staff.

9

Six top class recreation facilities are on offer at Allen Park, Antrim Forum & Stadium, Ballyearl Leisure Centre, Crumlin Leisure Centre, Sixmile Leisure Centre and Valley Leisure Centre.

10

Three theatres - Courtyard Theatre at Ballyearl, Theatre at The Mill, Newtownabbey and the Old Courthouse in Antrim provides excellent venues for all round entertainment.

11

At 833sq km, Lough Neagh is the largest freshwater lake in the UK and an Area of Special Scientific Interest (ASSI).

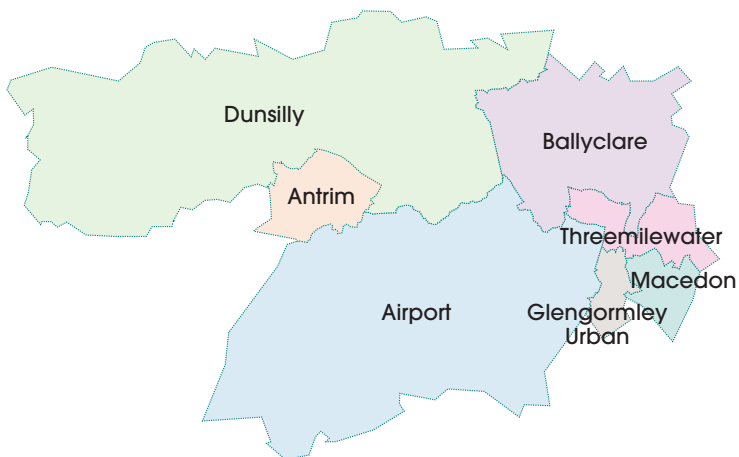




ELECTED MEMBERS

KEY ABBREVIATIONS

- DUP** Democratic Unionist Party
IND Independent
SDLP Social Democratic and Labour Party
TUV Traditional Unionist Voice
UUP Ulster Unionist Party



Airport District Electoral Area (DEA) covers Aldergrove, Clady, Crumlin, Mallusk and Templepatrick and consists of 5 members.

MAYOR



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Antrim District Electoral Area (DEA) covers Antrim Centre, Fountain Hill, Greystone, Springfarm, Steeple and Stiles and consists of 5 members.

..... DEPUTY MAYOR



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Ballyclare District Electoral Area (DEA) covers Ballyclare East, Ballyclare West, Ballynure, Ballyrobert and Doagh and consists of 5 members.



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Dunsilly District Electoral Area (DEA) covers Cranfield, Parkgate, Randalstown, Shilvodon and Toome and consists of 5 members



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Glengormley Urban Electoral Area (DEA) covers Ballyhenry, Burnthill, Carnmoney, Collinbridge, Glebe, Glengormley and Hightown and consists of 7 members.



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Macedon District Electoral Area (DEA) covers Abbey, Carnmoney Hill, O'Neill, Rathcoole, Valley and Whitehouse and consists of 6 members.



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Threemilewater District Electoral Area (DEA) covers Ballyduff, Fairview, Jordanstown, Monkstown, Mossley and Rostulla and consists of 6 members.



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PLACE

The Council knows that in order for communities to be safer, stronger and more sustainable there needs to be local involvement in the planning and management of the places where we live and work. The Council's commitment to 'PLACE' as identified in the Corporate Plan demonstrates the emphasis on local involvement when it states that

'from a civic leadership perspective, the community planning process and the Local Development Plan will enable us to plan positively for the future of our Borough.'

We will ensure that lands are appropriately zoned and that our infrastructure is enhanced to develop the Borough for future generations.

We will support sustainable communities by empowering residents to take responsibility for their environment.'

Examples of how we have delivered under this theme are outlined overleaf.

A PLACE WHERE PEOPLE TAKE PRIDE IN THEIR SURROUNDINGS

The Council was pleased to celebrate the success of our community volunteers and staff in achieving 14 Green Flag Accreditations across the Borough, 2 of which are Green Heritage Flag Awards in Antrim Castle Gardens and Sentry Hill. (2016-17: 14).





A sense of pride in our Borough is reflected in our latest survey data which shows that 67% of residents surveyed feel proud in their surroundings. This is nearly a 10% increase from the previous year (2016-17: 58%).

One of our Corporate Improvement Objectives during 2017-18 was 'We will improve the level of cleanliness of the Borough'. Over the course of the last year, measures have been put in place to improve the cleanliness of the Borough, such as dedicated resources targeting littering and dog fouling hotspots, including joint approaches by Cleansing and Environmental Health Teams.

An example of this is the Burney's Lane area, where following an intervention only one complaint of dog fouling has been received as at March 2018. Recent face-to-face surveys of resident satisfaction reveals a satisfaction rate of 68% (2017-18) from 62% (2016-17).



72%

**Satisfaction with our Parks
and Open Spaces**

(2016-17: 62%)



The following outlines key successes to promote pride in our surroundings.

- The Council has continued to take a proactive approach in education and management of local space through ongoing promotion of the Live Here Love Here campaign and an Antrim and Newtownabbey 'Don't Mess with Our Place' campaign in February 2018.
- The Cleaner Neighbourhoods Report (2017-18) - renamed from Keep NI Beautiful Benchmarking Report - reported an 88% cleanliness rating (2016-17: 85%) of the assessed paths, pavements and open spaces. The Council was rated joint 4th (second quartile), when assessed against other Council areas, demonstrating a positive improvement from the previous year. (2016-17: 7th).
- The 'Live Here Love Here' grant scheme has been used to inspire projects around reducing litter, dog fouling, improving the environment and attracting tourism.
- The bin locations and collection frequency has been mapped on a GPS system and officers are developing new efficient collection routes which are envisaged to realise fuel savings.



Ian Bamford, Gardener at Antrim Castle Gardens received an Honourable Mention in the Green Flag Employee of the Year prize category, while John O'Hagan, founder of the Friends of Antrim Castle Gardens was awarded Green Flag Volunteer of the Year.



- Many residents will also have noticed the roundabout improvement programme, ensuring that roundabouts are colourful, attractive and well-maintained. In particular, the adoption of Sandyknowes Roundabout has now been formalised and improvements are well underway.
- The Council was delighted that in 2017, Randalstown was the joint winner of the 'Small Town Category' in the Britain in Bloom UK Finals. Judges from the Royal Horticultural Society awarded the town a gold medal, praising the 50 whiskey barrel planters, memorial garden and riverside wildlife-viewing platform.
- Antrim Town was selected as winner of the 'Large Urban Centre Category' at the Northern Ireland Amenity Council Best Kept Awards ceremony. This is the second time that Antrim Town has been successful in these awards and it is a great honour for the town.
- Antrim Historic Town Centre and Merville Garden Village were also finalists in Northern Ireland's Best Places (Royal Town Planning Institute Northern Ireland).



This cart was owned by the late General Johnson
and donated by his wife Mrs. John Johnson
to the City of London.

Flowers sponsored by:
McGee's Ties
Wool
T.H. Duff-Brown



- The Council was also delighted to run the 'Best Kept Garden' competition in 2017 with more entries than ever. Entries were awarded in the categories, 'Best Kept Garden', 'Best Kept Container Garden', 'Best Kept Community Planting', 'Best Kept School Grounds', 'Best Kept Commercial Premises' and 'Best Kept Front Garden'.
- The Council worked with Keep Northern Ireland Beautiful for the Eco-Schools Programme for 2017-18. 75 schools in the Borough are registered in the scheme, with 16 currently holding Green Flag accreditation. Three schools, Loanends Primary School, Fairview Primary School and Ballycraigy Primary School, have Ambassador Eco-Schools status, which identifies them as exemplar Eco-Schools.
- Envirolab (an environmental testing laboratory) interactive educational shows were held with over 850 children from 13 schools, with extremely positive feedback from teachers.



48% increase in the number of fixed penalties issued (2016-17: 44)

Almost 700 responsible owners observed cleaning up after their dogs during patrols (2016-17: 910)

Over 2,000 patrols by dog wardens (2016-17: 1,967)

250 stray dogs collected (2016-17: 294)



- The Council's Parks Development team continues to roll-out and action its Biodiversity Implementation Plan. In addition, the Council continues to take Environmental Management seriously and has retained the standard ISO 14001.
- In 2017-18 our 'Support in Kind' scheme facilitated 37 clean ups (31: 2016-17) in the Borough. Approximately 1,827 volunteers and school children gave up their time to help clean up their area (1,200: 2016-17).
- The level of fixed penalty notices is in keeping with the findings of the Cleaner Neighbourhoods Report which stated that 96% of the assessed areas did not have dog fouling present.
- A targeted litter campaign 'Don't mess with our place' was delivered over a two-week period from 5th February 2018 with advertising billboards in Glengormley, Jordanstown, Dunsilly, Antrim, Ballyclare and Newtownabbey.



21,500 dog waste bags distributed

- 14 presentations were made to community groups.
- Over 300 warning signs were erected for littering, dog fouling and illegal dumping offences.
- Leaflets encouraging responsible dog ownership were distributed to almost 700 homes in hotspot areas;
- The Council has been working to implement a GIS programme to provide mapping of the Council's buildings and other assets across the Borough. Similar information is being provided by the Council's partners in the Community Plan meaning that all key information will be available to all relevant organisations to facilitate better planning in the future.



A PLACE WHERE PEOPLE FEEL SAFE

Antrim and Newtownabbey Policing and Community Safety Partnership (PCSP) comprises Elected Members from the Council, Independent Members from the area and representatives from designated statutory bodies. The PCSP have a range of duties, which are set in legislation:

- **Consult and engage** with the local community on the issues of concern in relation to policing and community safety. Each PCSP has a Policing Committee with a distinct responsibility to provide views to the relevant district commander and the Policing Board on policing matters.
- **Identify and prioritise** the particular issues of concern and prepare plans for how these can be tackled.
- **Monitor** the performance of the police and work to gain the co-operation of the public with the police in preventing crime.
- **Deliver** a reduction in crime and enhance community safety in each district, directly through interventions, through the work of delivery groups or through support for the work of others.

PCSPs work with the community to identify issues of concern in the local area and prepare plans to deliver practical solutions.

They also work in partnership with other organisations that contribute to community safety in the area.



In developing its 2017-18 Action Plan the PCSP undertook a review of the PCSP Strategic Plan (2016-2019) to ensure the priorities identified continue to reflect policy and community safety issues in the area. As a result of this exercise the following themes have been identified as local priorities:

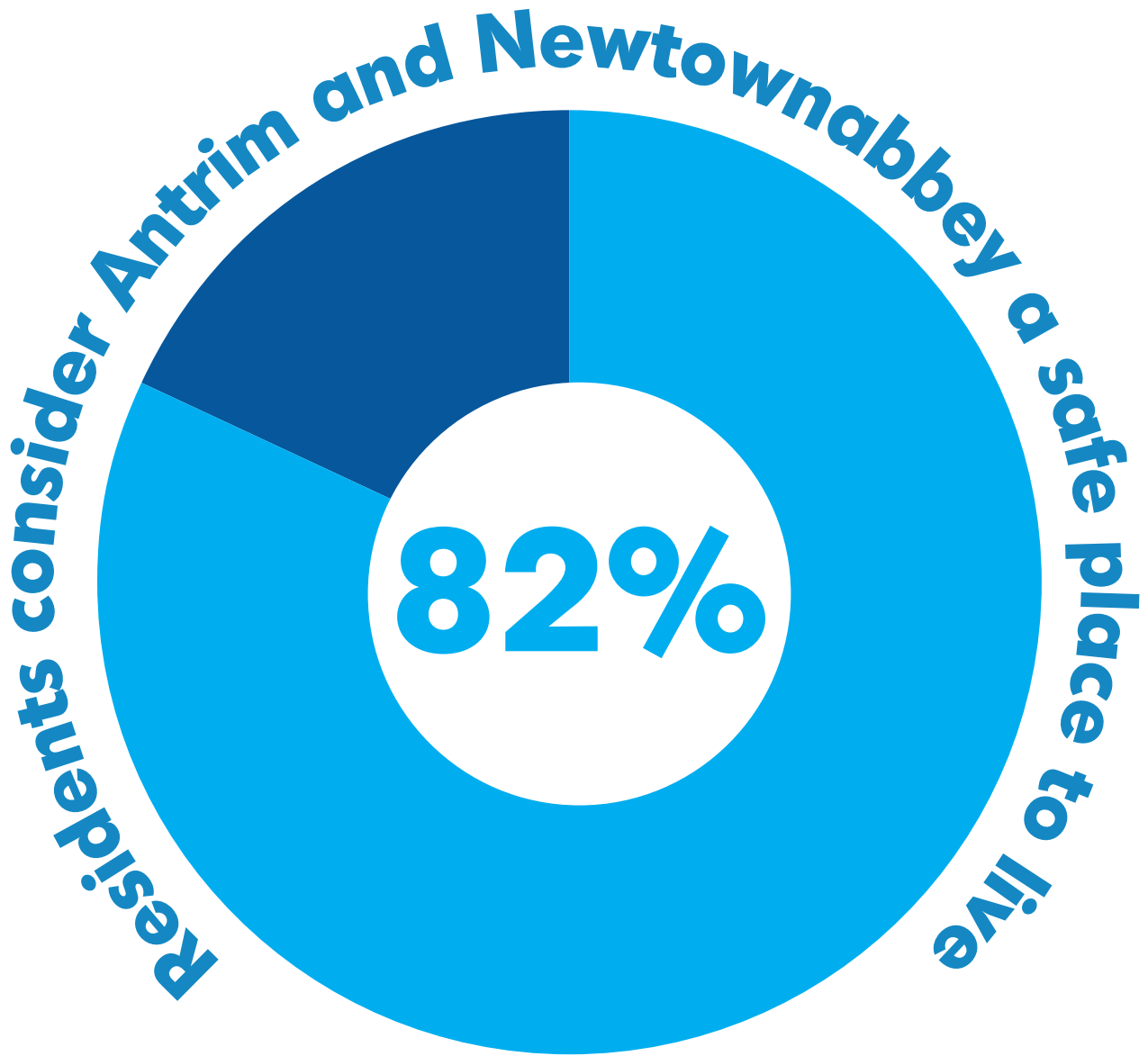
- Anti-social behaviour
- Crime involving vulnerable people
- Drug/substance misuse and dealing
- Road safety
- Domestic violence
- Improve community confidence in policing



There are a wide range of projects which can be seen in the PCSP Action Plan and some examples include:

- Over 5,500 hours service to the community through 'on street presence' schemes to tackle anti-social behaviour.
- 531 young people engage through developmental programmes.
- 338 direct beneficiaries of security based scheme for victims of crime.
- 733 P7 pupils from 36 primary schools took part in 'Bee Safe' in 2017.
- 1,142 hours drugs and substance misuse outreach work.
- 169 drugs and substance awareness raising workshops.
- 119 domestic violence awareness raising activities.
- 5 engagement events to raise awareness of burglary prevention.
- 1 'Kids' Court' facilitated with 4 speeding drivers in conjunction with a local primary school and PSNI Roads Policing.

Antrim and Newtownabbey PCSP receives annual funding from Antrim and Newtownabbey Borough Council and the Joint Committee (Department of Justice and Northern Ireland Policing Board).



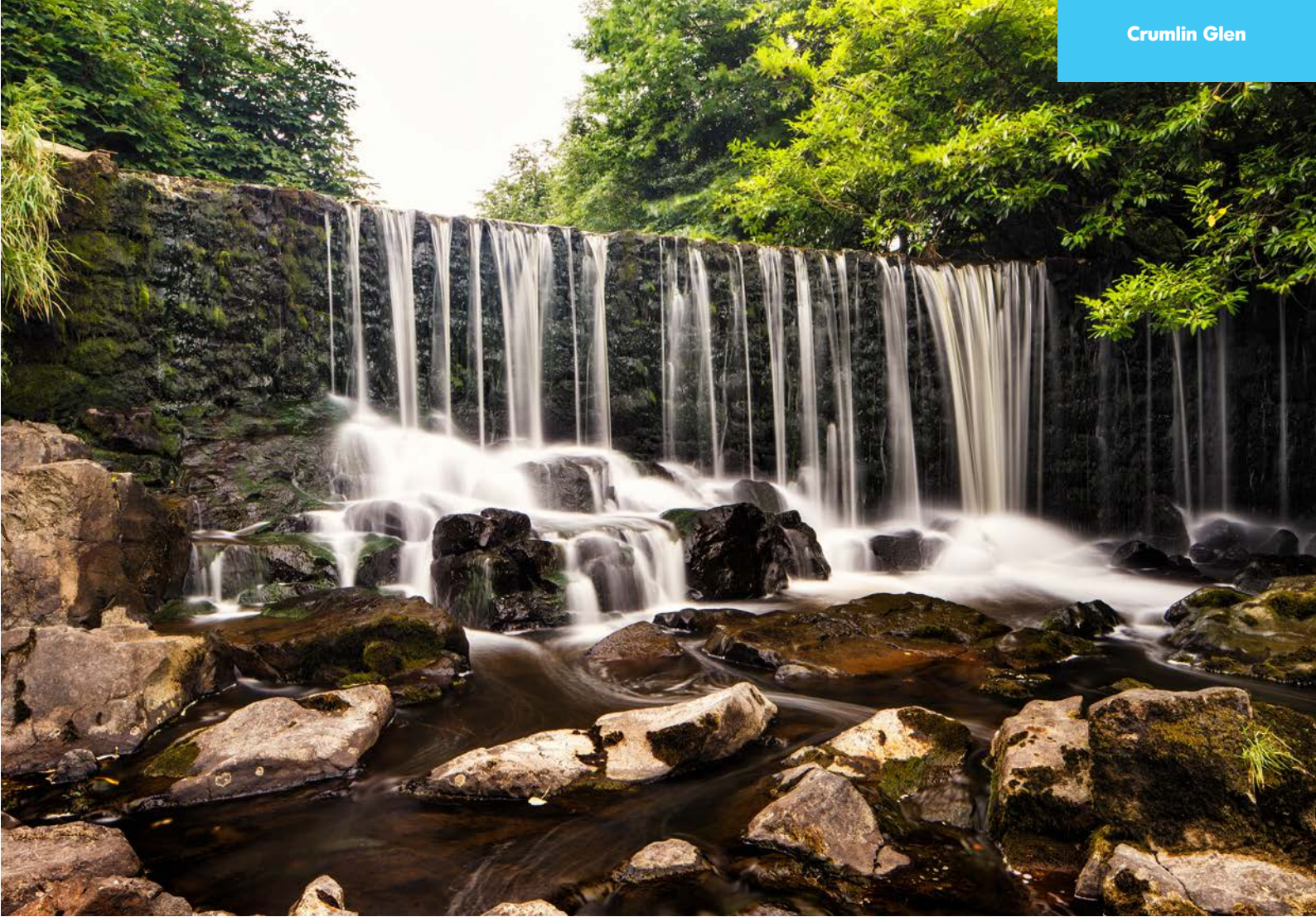
(78%: 2016-17)



A PLACE WHERE WE PROTECT AND ENHANCE OUR NATURAL HABITATS AND BUILT HERITAGE

The Council recognises the benefits our natural environment can have on our health and quality of life. Antrim and Newtownabbey has a wide range of landscapes including beaches, woodland walks, parks and rivers as well as award winning heritage sites. The Parks Service works hard to integrate working practices and improvements with the needs and wishes of the local community.

We have been acknowledged for our good Environmental Management Systems – our certification has been renewed in line with the International Standard ISO 14001 and we have been awarded silver in the Annual Northern Ireland Environmental Benchmarking Survey. We have underpinned our support for sustainability through providing £5,000 annually for ‘Sustainable Northern Ireland’.



The Council is committed to the enhancement of biodiversity and incorporates biodiversity sites within all major Parks and Open Spaces. This ensures we safeguard wildlife and provide opportunities to understand the importance of habitats within our Parks and Open Spaces.

Through our work we try to address the issue of threatened species and habitats and plan actions to protect and restore biological systems. Along with this there is an education programme to educate young people about the importance of biodiversity and wider environmental issues.

During 2017-18 the Council:

- Worked in partnership with the Woodland Trust to access funding from Biffa's Landfill Tax Credits Scheme for improvements to Monkstown Wood including the installation of new paths, improved access and development opportunities for the local community.
- Opened the Rathfern Activity Area in October 2017, aimed to boost the health and well-being of the local community. The facility includes 28 allotments, car parking spaces, landscaping, a community garden, an events space and a junior 'trim trail'.
- Made additional improvements to V36 at the Valley Park.
- Worked proactively to improve and enhance Crumlin Glen.
- Approved Lilian Bland Park, Ypres Park, Whiteabbey War Memorial Park and Sentry Hill as Centenary Fields meaning they will be preserved as war memorial parks as they have a significant link to World War 1.

- Provided £21,000 of funding for 'Live Here Love Here' programme managed by Keep Northern Ireland Beautiful. This programme is 'a positive, people powered campaign focused on improving our local environment and building a sense of pride in our local communities'. Local groups benefitted from £10,000 in small grants and an extensive advertising campaign on issues such as littering and dog fouling raised public awareness and aided Council cleansing operations.
- Developed a pilot web app for Six Mile Water Park to encourage families, schools and youth group to have adventures in their local parks.
- Received entries from over 40 gardens to the Best Kept Garden competition – a significant rise from 2017 demonstrating the love of the great outdoor by our local residents.
- Operated the Forest Schools programme which has guided schools on trips to their local park or open space to take their learning outdoors.
- Provided 26 schools with peat free compost for compost week.
- Gave out free compost at the Council's Household Recycling Centres.



62

biodiversity events and 5,815 participants in 2017-18

(2016-17: 45 events & 3,357 participants)



37

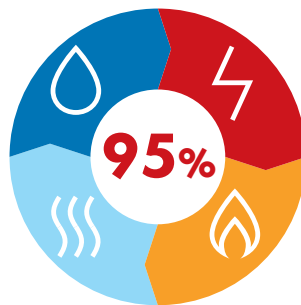
community clean-up events supported

(2016-17: 31 events)

During 2017-18 the Council has continued to collate and review energy and water data usage for each Council facility. The Energy Strategy will drive forward renewable energy projects, energy efficiency projects and sustainability.

The Council's Capital Development team ensure that all capital designs consider sustainability issues including energy efficiency, management systems, energy sources, water efficiency and preservation.

Achieved



Energy Performance Certificate

(2016-17: 67%)

Achieved



Display Energy Certificate Compliance

(2016-17: 96%)

The public realm schemes in particular were designed to work in harmony with the local environment improving the attractiveness of the local area.





WE HAVE VIBRANT AND WELCOMING TOWNS, VILLAGES, NEIGHBOURHOODS AND RURAL AREAS AND AN EFFICIENT PLANNING PROCESS THAT PROMOTES POSITIVE DEVELOPMENT

The Council has engaged with a large number of stakeholders at different levels who have the collective goal of enhancing and improving the Borough. The 'City Deal' in particular is a project of huge potential with numerous benefits for the Borough.

As a process, it is the joint effort from Elected Members Planning and Economic Development Teams, Designers, and Investors that will provide the opportunity for regeneration and development.

During 2017-18 the Council:

**Completed Capital
Projects to the value of
£2.89m (£5.25m 2016-17).**

**Delivered two major re-
generation projects with
the aid of £300k fund-
ing from the Department
of Communities.**

**68% of respondents in
Randalstown said they
would be more likely to
spend time in the new
public realm area.**

**Regenerated 489
square meters of land
(1,228 square metres
2016-17).**

**Offered £455,000 of
grant assistance through
the NI Rural Development
Programme (2016-17:
£158,000).**

**Assisted 11 villages in
updating their village
plans.**

**Delivered two village
improvement schemes
(2016-17: 4) and
secured £26,718
(2016-17: £23,741) for
village improvements.**



- Recognising the importance of genuine collaboration by enabling and facilitating the community, Elected Members led and chaired Place Shaping Forums in the seven District Electoral Areas. Elected Members working with their communities identified 23 projects, investing £213k. While some were large-scale projects, many were smaller; but all were designed to enhance and improve local communities, creating connected, safe and vibrant places.
- Projects involved upgrading facilities/sites across the Borough, including artwork projects, public seating, and installation of planters. Boardwalk extension to promote better pedestrian links between Antrim Castle Gardens and the town centre, all aiming to create a hub for activities like cycling, walking and kayaking.
- Place Shaping Studies were completed, and 6 Hamlet improvement Plans were developed to identify and prioritise the needs/issues and opportunities for community, environmental, physical, economic and social enhancements in the areas.





A PLACE WHERE PEOPLE CHOOSE TO REUSE OR RECYCLE THEIR WASTE

Recycling is one of the best ways for everyone to have a positive impact on the natural environment. On average the cost of recycling is £50 per tonne, whereas to landfill a tonne of waste costs approximately £100. In 2017-18 recycling 53.1% of our waste meant the Council saved £2.5m (2016-17: £2.17m).

Reducing landfill means reducing the amount of harmful chemicals and greenhouse gases that are released from rubbish in landfill sites. It also reduces the amount of raw materials that are needed which helps prevent deforestation as well as a reduction in the energy required to make products.

79%



**of residents are satisfied with the
Council's Waste and Recycling Service**

(81%: 2016-17)

'An excellent and efficient service for bulky items.'

'Very quick and reliable service. 11 out of 10!'



Because reducing waste is so important, the Council included this as a key project in its Corporate Improvement Plan – ‘We will increase levels of household recycling and reduce the amount of waste sent to landfill’.

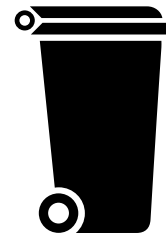
During 2017-18 the Council:

- Continued to expand the triple stack scheme to 16,000 homes at a cost of £1,356,000. At the end of April 2017 Glengormley, Carnmoney, and Mayfield were completed and this was followed by Rathcoole, Rathfern, Longlands, and Bawnmore by June 2017.
- Delivered a marketing promotion called the ‘No Food Waste’ message which boosted food and garden waste recycling and has had a noticeable impact on recycling behaviour.
- Secured £60,000 funding from DAERA for waste related awareness campaign #iRecycleRight. This led to an innovative marketing promotion on social media.

53.1%



Recycling rate
(47.6%: 2016-17)



13,000
bin collections
every day.

Our achievements in relation to the statutory performance targets for waste management are:

■ **THE PERCENTAGE OF HOUSEHOLD WASTE COLLECTED THAT IS SENT FOR RECYCLING**

- Through a range of measures, the Council has increased the percentage of household waste collected that is recycled from 47.6% (2016-17) to 53.1% (2017-18).
- The Council is on target to achieve and improve on a 50% recycling rate target by 2020. In comparison with other Councils, Antrim and Newtownabbey ranked second out of the 11 Councils.

■ **THE AMOUNT OF BIODEGRADABLE WASTE THAT IS LANDFILLED (TONNES)**

- The Council has landfilled 13,871 tonnes of biodegradable waste (2016-17: 17,539) leaving over one quarter of the landfill allowance unused.
- Our 2017-18 performance ranked seventh when compared with other Northern Ireland Councils.

■ **THE AMOUNT OF MUNICIPAL WASTE ARISING (TONNES)**

- 93,004 tonnes of municipal waste was collected during 2017-18. This is an increase of 1,741 tonnes on the previous year.



AN EFFICIENT STATUTORY PROCESS THAT PROTECTS OUR CITIZENS

PLANNING FOR POSITIVE OUTCOMES

Planning is about shaping the future of our Borough and achieving the right development in the right place at the right time. The objective is to create a sustainable, prosperous and attractive place for residents and visitors alike, a place where people take pride in their surroundings, where we look after our natural and built heritage and support sustainable growth for future generations.

PLANNING PERFORMANCE

During 2017-18, the Council's Planning Section prioritised a reduction in the number of older planning applications in the system and saw the number of applications over 12 months fall from 24 to 12 which now amounts to less than 5% of the live caseload.

The Section maintained its strong performance in dealing with the bulk of local planning applications during the year, whilst introducing new measures to prioritise and promote the efficient and timely processing of Major applications, which contribute greatly to the ongoing economic success and jobs growth of the Borough.

A number of significant development schemes were processed within target, including the Redevelopment Masterplan for The Junction in Antrim (approved in December 2017). This is estimated to result in an investment of £23.5million during the construction phase and an additional 350 full time jobs upon completion.

Working closely with the Council's Planning Committee, 720 decisions on planning applications were issued during 2017-18, with an overall approval rate of 93%. This included 118 decisions taken by the Planning Committee equating to just over 15% of the total.

During 2017-18 the Planning Appeals Commission decided 32 appeals, including 4 enforcement related appeals, against planning decisions taken by the Council. The Commission allowed 10 appeals and upheld the Council's decision in 22 cases. This equates to 31% of appeals being allowed in the Borough, similar to the figure for 2016-17, and remains broadly in line with the Northern Ireland average.

The Council's annual monitor of housing land identifies how much land is available, suitable and achievable for future housing. This indicates that there is at least a 15 year supply of land available for housing development across the Borough.

Work has also continued to progress delivery of the Council's new Local Development Plan that will guide the future development and use of land across the Borough so that people will know what to expect in terms of future change and the locations where development will be encouraged. During the year there has been ongoing engagement with relevant bodies regarding planning policy and a number of background support studies undertaken, including the local economy and a review of employment land.



PERFORMANCE AGAINST STATUTORY TARGETS

■ MAJOR APPLICATIONS

The Council processed major applications to conclusion with an average processing time of 40 weeks. Whilst this did not meet the statutory target of 30 weeks the Council was ranked 4th of the 11 Councils during 2017-18, with only one Council achieving the target.

From 2016-17 to 2017-18 the Council's performance improved significantly from an average of 73.6 weeks to 40 weeks. The Council will continue to strive to refine its processes to ensure that it further increases its performance in this area.

■ LOCAL APPLICATIONS

The target for local applications is to process 50% from submission to conclusion within 15 weeks. The Council processed 705 local applications to conclusion with an average processing time of 12.1 weeks meaning that we achieved 66.5%, which met the statutory target set. This marked a continued improvement on performance in 2016-17 (12.6 weeks) and ranked second among all Councils.

■ ENFORCEMENT CASES

The target for enforcement cases is to process to a conclusion 70% of cases within 39 weeks of receipt. The Council opened 408 new cases and concluded 394 cases during the year with an average processing time of 12.2 weeks meaning that we achieved 94.2%, which met the statutory target set and marked a continued improvement on performance in 2016-17 (14.2 weeks). Overall performance in planning enforcement ranked first among all Councils.



ENVIRONMENTAL HEALTH



97.7%

**of businesses in the
Borough have a
Food Hygiene rating
of between 3 and 5**

(2016-17: 98.7%).

The Council has a number of services that work to safeguard the wellbeing of people in our Borough. In particular our regulatory services have specific duties around the protection and safety of residents.

The Environmental Health Service respond to complaints from the public in a variety of areas, such as noise, dangerous dogs, drainage, odours and dilapidated premises. During 2017-18 the Environmental Health Team:

- The Health and Safety team carried out proactive inspections. They carried out this type of inspection in over a quarter (25.5%) of the premises in the Borough (2016-17: 20.5%).
- Issued oil stamps to the value of £140,620 (2016-17: £126,500).
- The Council partnered with the Public Health Agency and other councils to produce a video called 'Scarred for Life'. This video highlights the precautions which need to be taken to prevent burn injuries which can be extremely serious.
- The Council's Environmental Health service plays a central role in protecting the health, safety and wellbeing of citizens.



BUILDING CONTROL

All building work carried out should meet current building codes and regulation requirements.

Our Building Control Service ensures that buildings are designed and constructed in accordance with the Building Regulations and associated legislation.

During 2017-18 the Council:

- 405 domestic full plan applications received with 82% assessed with a substantive response sent within 21 days of validation (2016-17: 462 and 70%).
- 103 non-domestic full plan applications received with 92% assessed with a substantive response sent within 35 days of validation (2016-17: 131 and 93%).
- 703 resubmissions received with 88% substantive response issued within 14 days (2016-17: 645 and 75%).
- Carried out 9,348 inspections (2016-17: 9,089).







PEOPLE

The Council's commitment to 'OUR PEOPLE' as identified in the Corporate Plan is 'to be an area where people choose to live and where residents enjoy a high quality of life.

Through championing the Community Plan we work with our partners to plan strategically and share resources. We have approached this in several ways including encouraging people to take part in shaping their local area through DEA action plans and Place Shaping Forums. By bringing people together and providing the basis for them to work together it benefits the whole community so we can create and build strong, vibrant areas.

We want to encourage a shared vision through conversation, consensus and collaboration which will ensure there is a culture of tolerance, diversity and respect.

As well as this we have invested in offering high quality, accessible services and facilities. We have continued to invest in our facilities and in particular the Council has been working to improve its website and online services so that people can choose how they engage with our services.

Examples of how we have delivered under this theme are outlined overleaf.



OUR COMMUNITIES WILL HAVE ACCESS TO HIGH QUALITY COUNCIL SERVICES AND FACILITIES AND THE SUPPORT WE PROVIDE WILL LEAD TO A MORE ACTIVE, HEALTHY AND EMPOWERED COMMUNITY

Community facilities are the places where people meet, work, access support, exercise, play and socialise. They include the Council offices, play areas, parks, leisure centres, the Town Hall, theatres, community centres, pavilions, sports grounds and allotments.

The Council has worked proactively with local communities in developing and enhancing the spaces that are important to them.

The Council accepted Dunanney Centre community building in Rathcoole as a gift from the Rathcoole Community Churches Group. This will complement the Council's existing range of community facilities.



Because of the health benefits from exercise the Council set a Corporate Improvement Objective: 'We will increase the number of people who use our leisure centres'.

This new strategy and membership scheme was launched in October 2017 and has proved to be an exciting and successful venture.

There has been a substantial increase in the uptake of leisure memberships from 5,180 (2016-17) to 7,178 at the end of 2017-18 which is an increase of 38%.

An innovative marketing and branding campaign was implemented which contributed to the successful introduction of the leisure membership scheme, illustrating the benefits of participation, what's on offer and its value for money.

In 2017 the Council provided funding to 10 athletes from our Borough to attend the 2018 Commonwealth Games in Australia. They competed in Boxing, Weightlifting, Badminton, Lawn Bowls, Aquatics and Table Tennis.

MORE
active, often...



8,573

**Numbers taking part in
Everybody Active**

(2016-17: 6,645)



96

**Patients supported
through Macmillan
Move (Baseline)**

**A Disability Sports Hub
was created at Antrim
Forum, Sixmile and Valley
Leisure Centre – providing
specialist equipment
valued at £45,500 which is
adapted to the needs of the
user.**



1,335,900

**Number of visits to our
leisure centres**

(2016-17: 1,158,405)



99,040

**users of Community
Centres**

(2016-17: 83,837)

18

**Elite Athletes Bursaries
were awarded for a
variety of sports.**





£2.89m
of capital
projects completed
in 2017-18

(2016-17: £5.25m)

Some examples of capital spend in 2017-18 are:

- Investment of £227,000 in new, state-of-the-art gym equipment at the Valley Leisure Centre.
- The completion of Ballyearl reception and main entrance refurbishment works at a cost of £268,000.
- Wheelchair accessible swings were installed at V36 Play Park and Antrim Loughshore at a cost of £30,000.
- Parks remedial works were carried out across 6 sites costing £101,661.




- The Council has continued to monitor and review options for cemetery provision throughout the Borough and are working towards the development of a crematorium on the Doagh Road, Newtownabbey.
- The Council secured Arts Challenge Funding of £122,000, which has been matched by Council to work with towns and villages.
- Theatre at the Mill was awarded the Best Performance Arts Theatre in the 2017 Northern Ireland Enterprise Awards.





The Council has been working on a new strategy and vision for Parks Services which will include an ambitious new programme of training and development for staff and improved maintenance and management arrangements for Parks facilities.





COMMUNITIES AND AGENCIES WORK TOGETHER TO PLAN AND DELIVER BETTER SERVICES, ADDRESS DISADVANTAGE AND IMPROVE THE QUALITY OF LIFE FOR EVERYONE

The Community Plan is the Borough's strategic plan for the future. The Council is the lead partner of the Community Planning Partnership and they have agreed a shared vision and set of outcomes for the area up to 2030.

'Antim and Newtownabbey is a resilient, socially responsible community where citizens enjoy a high quality of life'



Love Living Here



COMMUNITY
PLAN



Facilitated by



customer satisfaction with the Citizens Advice Bureau

- The Council continues to support and provide funding to the Citizens Advice Bureau which provides valuable, practical and impartial advice on a wide range of matters free of charge. In 2017-18 25,291 citizens were supported (2016-17: 51,000). As a result of advice provided £4.4m of benefits were taken up (2016-17: £7.4m).*

*NB figures gathered differently in 2017-18

In 2017-18 the Council has worked in the following ways to support communities:

Environmental Health teams from Antrim and Newtownabbey Borough Council, Mid and East Antrim, Mid Ulster and Causeway Coast and Glens along with the Food Standards Agency worked together to develop the 'Calorie Wise' programme which encourages food businesses to display calorie information clearly and prominently on their menu enabling customers to make informed choices when eating out and on the go.

85

participants in community development projects

(2016-17: 104)

The staff of the Council contributed to the local Foodbank through Foodbank Fridays with the collection being distributed to local foodbanks by the Mayor and Chief Executive.

The Council supported a number of charities by lighting up our civic buildings. This included Action Cancer 'Paint the Town Pink Campaign' and support of World Action Mental Health Day.

The 'Darkness Into Light' event was supported across the Borough.



£282,699
awarded through
Community
Development
Grant Aid
(2016-17: £218,577)



OUR COMMUNITY IS INCLUSIVE AND SUPPORTIVE AND ENCOURAGES A CULTURE OF TOLERANCE, DIVERSITY AND RESPECT

The PEACE IV Programme, funded by the Special EU Programmes Body (SEUPB), is an initiative that has been designed to support peace and reconciliation in Northern Ireland. The Antrim and Newtownabbey PEACE IV Partnership was established in July 2016 and approved a Local Action Plan which focussed on delivery across 3 themes:

1. Children and Young People
2. Shared Spaces and Services
3. Building Positive Relations

In August 2017, the SEUPB awarded the Council £3.2million to support delivery and implementation of the PEACE IV Local Action Plan. The PEACE IV Partnership completed project development in October 2017. A range of phased procurement exercises for appointment of suitable external suppliers and partner agencies was initiated in November 2017. Project delivery began in January 2018 and will continue until March 2020.

- Total PEACE IV Programme expenditure in 2017-18 was £93,323.

The Council is also committed to ensuring its staff, services and facilities recognise the importance of equality and are inclusive.

The Council's Good Relations Programme reflects our commitment to improving community relations, a more united and shared society and promoting good relations between people from different community, religious and racial backgrounds. We work with stakeholders to achieve change against the key priorities identified within the Together Building a United Community Strategy:

Our children and young people - To continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building good relations

Our shared community - To create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to everyone.

Our safe community - To create a community where everyone feels safe in and where life choices are not inhibited by fears about safety.

Our cultural expression - To create a community which promotes mutual respect and understanding, is strengthened by its diversity, and where cultural expression is celebrated and embraced.

The Council runs a series of programmes, activities, events and a small grants programme to help support the development of good relations local for all age groups. Some of the activities include:

In 2017-18 the Good Relations Action Plan included a budget of £22,113 for the implementation of a Good Relations Grant Aid Programme to support the community and race relations locally. In 2017-18 the programme engaged over 82,426 people through a series of targeted programmes and events.

In September the Council ran the Community Relations and Cultural Awareness Week which focussed on 'Building the Future Together'. This focussed on youth and looking at how all members of society can shape the future to be a positive space in which diversity is celebrated.

Summer Intervention programmes were run such as BEAT ('Be Educated, Be Active, Be Together'), Brighter Nights and Youth Zone.


The District Council Good Relations Programme receives annual funding from Antrim and Newtownabbey Borough Council and The Executive Office.

The Council's Equality Action Plan (2017-2021) monitors the progress towards this goal. Some examples of actions from 2017-18 include:

- Partnering with a number of bodies, a Community Garden was upgraded in Randalstown. A beautiful addition to the site is a sensory garden, designed especially for use by children with special needs.
- Working with partners, Dementia Training was offered at one of our Borough shopping centres, with customer feedback being very positive.
- Council staff awareness was raised by the visit of the Dementia Bus and Dementia awareness training.
- The development of a new website which will be designed specifically with accessibility in mind.
- Council publications are using more pictorial information and text can be provided in a range of formats and languages.
- Accessible space was reserved at Christmas events for disabled people and sign language was provided.
- More relaxed evenings for adults and children with special needs, including those who are sensitive to noise, lights and crowds. For example, for the first time Enchanted Winter Garden included a relaxed evening on Wednesday 20 December 2017.
- More accessible leisure areas for example, wheelchair swings and disability hubs at leisure centres.
- The continued roll-out of the Disability Action Plan.

- The Council continues to work in partnership with 'Disabled Go' to provide detailed access information for disabled people to allow them to decide for themselves if a particular venue is suitable for them.
- Financial assistance, totalling £8,000 was provided to 21 Senior Citizen Groups in the Borough to help with various Christmas events. The events included tea dances and the events provided entertainment and enjoyment for approximately 1,405 senior citizens.





**WE COMMUNICATE CLEARLY
WITH OUR RESIDENTS,
LISTEN TO THEIR FEEDBACK
AND RESPOND TO THEIR
NEEDS. CUSTOMERS WILL
INCREASINGLY USE THE
COUNCILS WEBSITE FOR ITS
CONVENIENCE AND EASE
OF USE TO ORDER, PAY AND
REQUEST SERVICES**

The Council is committed to ensuring its communication and consultation with residents is clear and informative. It is seen as an ongoing process of listening and engagement and includes the full range of stakeholders affected.



**online services
available to
customers**
(2016-17: 21)



6,828

**Twitter
followers**

(2016-17: 5,703)



10,259

**Facebook
followers**

(2016-17: 2,408)



70%

**stated that they
were satisfied/
very satisfied with
Council services**

(2016-17: 70%)



106,718

**total online
transactions**

(2016-17: 72,011)

A number of digital projects have been improved upon and completed to improve customer service.



WE WILL ACHIEVE EXCELLENCE IN CUSTOMER AND SERVICE QUALITY STANDARDS AND THIS WILL BE RECOGNISED THROUGH ACCREDITATION SCHEMES

During 2017-18 we achieved or retained a number of awards and accreditations, demonstrating community achievements and excellence in customer and service quality standards.



Green Flag Award Scheme
14 Green Flag accredited sites



**UK FINALIST 2017
GOLD MEDAL**

Britain In Bloom
Randalstown



**Ireland's Best Kept
Competition 2017:**
Antrim Town



Trip Advisor
Certificate of Excellence:
Antrim Castle Gardens



CEEQUAL
Sustainability Accreditation for
Civil Engineering
Crumlin Leisure Centre, Antrim
Town Improvement Scheme



Green Heritage Awards
(a category of Green Flag):
Sentry Hill,
Antrim Castle Gardens



Ulster in Bloom Awards
Randalstown, Ballynure



ISO 14001
Environmental Management
Accreditation



BREEAM
Sustainability Accreditation for
Buildings



**NORTHERN IRELAND
AMENITY COUNCIL**
NI Amenity Council
Best Kept Competition 2017:
Ballyeaston, Randalstown



**Charter for Member
Development**



Sentry Hill Historic House and Visitor Centre won, for the third time, the prestigious Sanford Award for excellence in its education programmes.

The Sanford Award is an independently judges, quality assured assessment of education programmes at heritage sties, museums, archives and collections across the British Isles.





PROSPERITY

The Council is committed to delivering and promoting economic growth. The vision was set out in the Council's Corporate Plan stating the objective is to

'encourage and support economic growth in our Borough to create a vibrant and prosperous economy which is attractive to new and existing businesses.'

It also highlights the important work to be carried out in the physical regeneration of the Borough by stating 'We will support the physical regeneration of our Borough and make it attractive for residents, investors and visitors.' It also recognises that we have a strong tourism and arts offer in the Borough and it sets out that we 'will build on the strengths of our area and maximise tourism opportunities.'

Examples of how we have delivered under this theme are outlined overleaf.



**WE IDENTIFY AND SUPPORT
ENTREPRENEURSHIP, HAVE A STRONG
COMPETITIVE BUSINESS ADVANTAGE
AND ARE A CENTRE OF EXCELLENCE
FOR LEADING EDGE COMPANIES. WE
HAVE A WORLD CLASS INFRASTRUCTURE
WHICH ATTRACTS INWARD INVESTMENT,
SUPPORTS PRODUCTIVITY, EXPORTS,
AND BUSINESS GROWTH. WE STIMULATE
BUSINESS ACTIVITY TO SUSTAIN EXISTING
JOBS AND CREATE NEW EMPLOYMENT
OPPORTUNITIES**

The Council is committed to ensuring that Antrim and Newtownabbey is a prosperous Borough with a culture of entrepreneurship. The benefit of growing the local economy through jobs and investment means opportunities for people to fulfil their potential and a range of positive outcomes such as improved health, well-being and social inclusion. A thriving local economy will create employment opportunities and offer a variety of valued services to our residents and visitors.

Although the number of jobs in the Borough has increased (up 8% to 60,188) our entrepreneurial activity rate is the one of the lowest in Northern Ireland (4.2%), compared to a Northern Ireland rate of 6.7%.

The Council set a Corporate Improvement Objective for 2017-18 entitled 'We will encourage entrepreneurship across the Borough.'

During 2017-18 we delivered the following results from a range of business interventions which were available to support growth and development in both new and existing businesses in the Borough.

- Developed the Council's Economic Development Strategy (2017-2030).
- 83 new jobs were promoted through business start-up activity during 2017-18 (2016-17: 92).
- 129 business plans were completed through Council operated/funded operations (2016-17: 122).
- The Council delivered three Economic Think Tanks which helped develop and propose economic strategies and policies to benefit the overall Borough.
- 33 unemployed people were assisted into work from Council operated/funded employability programmes (2016-17: 29).



- Innovative measures to attract new and support existing businesses to help them develop and grow:
 - ♦ New free mentoring service being funded through ERDF and Invest NI – started April 2018.
 - ♦ 'Nuture' programme assisted 8 new business start-ups.
 - ♦ Sales Growth Programme for 20 businesses.
 - ♦ Build Your Own Website Programme for 20 businesses.
 - ♦ 55 businesses availed of ASK business mentoring (2016-17: 54).
 - ♦ 12 LEAN business Network Events were delivered, with 164 participants (2016-17: 12 events with 318 participants).
 - ♦ 410 businesses assisted through Council operated/funded programmes (2016-17: 424).

- The Council is part of the Belfast Region City Deal comprising six Councils. A major programme of work has been developed to deliver step change in the region towards economic prosperity and growth.
- Five town teams in Antrim, Ballyclare, Crumlin, Glengormley and Randalstown received funding of £22,000 each from the Council. The teams, with representatives from the local business community and officers of the Council, delivered a range of projects including marketing campaigns, business awards, environmental improvements and events.

In addition:

- The Council secured funding of £300,000 for regeneration projects in our town centres (2016-17: £1.03m).
- The Antrim (Railway Street) public realm scheme has been completed.
- £26,718 of funding was secured by the Council for village improvements (2016-17: £23,741).
- Two Village improvement schemes have been implemented and 11 Village Plans have been updated or created.
- £455,000 of grant assistance was offered through the NI Rural Development Programme (2016-17: £158,000).



2.0%

**unemployment
in the
Borough**

(2016-17: 2.2%)



85

**Invest NI clients in
the Borough**

(2016-17: 100)



4,020

**VAT Registered
Businesses in the
Borough**

(2016-17: 3,910)



WE MAXIMISE TOURISM OPPORTUNITIES AND HAVE A STRONG ARTS AND CULTURAL ECONOMY

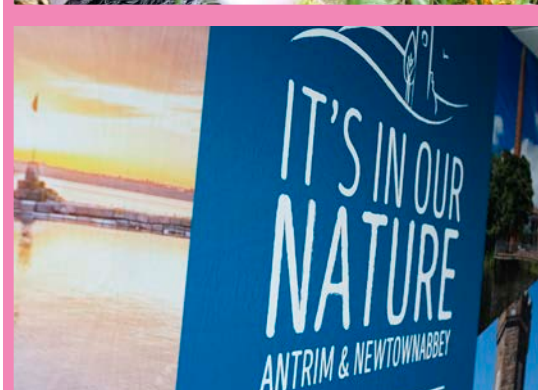
Antrim and Newtownabbey has a rich landscape including historic sites, majestic gardens, heritage trails, rivers, loughs and forests. The Borough also hosts an array of restaurants, theatres, museums, leisure activities and shopping.

The Borough also has some of the best road, rail and air transportation links in Northern Ireland and is only 20 minutes from Belfast City Centre. There are accessible points of entry to the Borough such as Belfast Harbour, the Port of Larne, Belfast International Airport or George Best City Airport and it is a short journey to Dublin.

The Council has worked to maximise all of these strengths as well as holding events to entice visitors to extend their stays and invest in local businesses.

Some of the achievements in 2017-18 include: ·

- The Council developed a Tourism Strategy and associated Tourism Action Plan which involves working in partnership with the local tourist industry to design and deliver projects and programmes that would help develop the offering to visitors and grow the local tourism sector.
- The introduction of a Corporate Events Sponsorship Programme with a £50,000 budget brought such events as Antrim Live, Shane's Castle May Day Steam Rally, Irish Minibike Championship, Irish Game Fair, Living History Festival and more.
- A new heritage garden at Pogue's Entry was delivered in partnership with the Irish Garden Plant Society Project.
- Friends of Antrim Castle Gardens hosted Radio Ulster's Gardeners' Corner on 14 June 2017 at Clotworthy. It was attended by the Mayor and Deputy Mayor, local community groups, schools and growing projects.
- A total of 465,293 visitors to our Arts and Culture heritage sites (2016-17: 483,047).



- We sold 57,390 tickets to our theatre performances in Mossley Mill, Ballyearl and Antrim (2016-17: 52,469).
- A total of 158,781 people took part in events such as Garden Show Ireland, the Ulster Pipe Band Championships, the Viking Boat Race, Parks events, Halloween and Christmas events and sporting events (2016-17: 137,715).

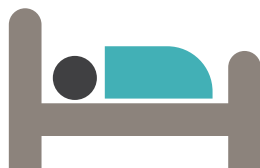
Highlights include:

- The Viking Boat Race 10 June 2017 - supporting the Mayor's charity on the day – Cancer Fund for Children.
- The Ulster Pipe Band Championships in Antrim Castle Gardens on 22 July 2017.
- Ballyclare May Fair – the week-long festival packed with activities and events.
- Shoreline Festival – the last weekend in August - 15,000 attendees with 100% satisfaction (Shoreline Survey 2017).
- The Enchanted Winter Garden welcomed 60,071 visitors to Antrim Castle Gardens throughout its 10 day run. Excellent feedback was received on social media and 88% of people who attended the event were satisfied or very satisfied (2016-17: 75%).
- Halloween events at V36 and the Junction attracted 25,000.



Visitor spending in the Borough

(2016-17: 38.4m).



727,596 overnight stays

(2016-17: 672,929)

- 4.52 out of 5 satisfaction rate in our theatres which is consistently higher than the UK average (2016-17: 4.61 out of 5).
- Our Caravan Parks had 4,057 bookings from 33 countries, with 9,004 overnight stays and 9,675 visitors (2016-17: 4,266 bookings from 35 countries with 9,013 overnight stays and 10,336 visitors).
- 82.2% of our Caravan Park visitors came from outside Northern Ireland (2016-17: 62%).
- 100% of reviews rated Sixmilewater Caravan Park at 3 stars or above (2016-17: 96%) and Jordanstown Loughshore Park rated 99% for 3 stars or above (2016-17: 94%).
- Overall satisfaction with Council run events was 4 out of 5 (2016-17: 3.72 out of 5).



BOOKING CUSTOMER COUNTRY

ARGENTINA

AUSTRALIA

AUSTRIA

BELGIUM

BRAZIL

IRELAND

ISLE OF MAN

ITALY

JAPAN

KOREA, REPUBLIC OF

LITHUANIA

LUXEMBOURG

NETHERLANDS

NEW ZEALAND

CANADA

**CENTRAL AFRICAN
REPUBLIC**

CHINA

CZECH REPUBLIC

DENMARK

FINLAND

FRANCE

GERMANY

GIBRALTAR

POLAND

PORTUGAL

SINGAPORE

SLOVENIA

SOUTH AFRICA

SPAIN

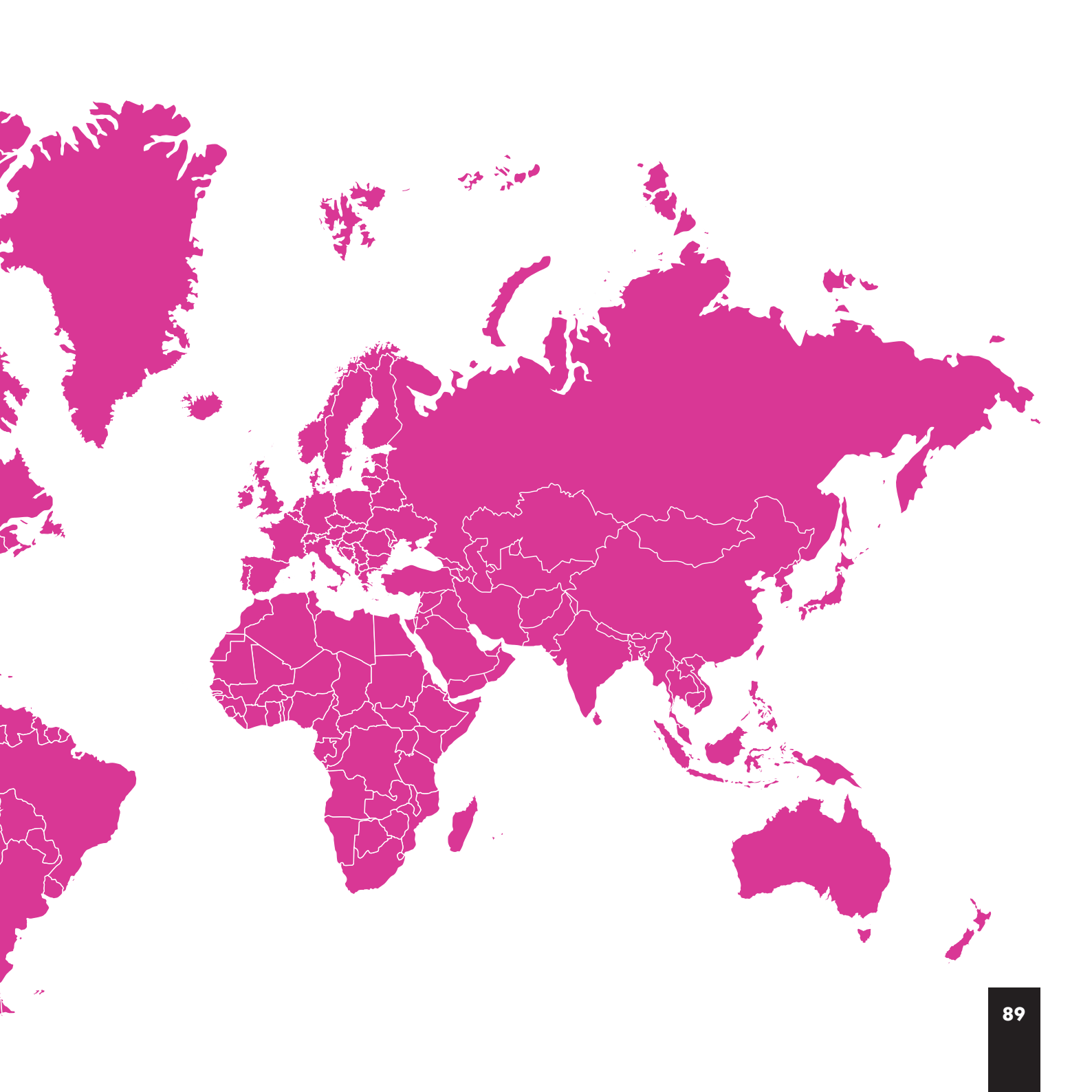
SWAZILAND

SWEDEN

SWITZERLAND

TAIWAN









PERFORMANCE

The Council has a duty to provide a framework to ensure that it delivers best practice and accountability in all that it does. It does this in several ways including adherence to financial regulations, promoting a culture of good governance and assessing and reporting openly on its performance through the Corporate Improvement Plan.

This is underlined in the Council's commitment to 'PERFORMANCE' as identified in the Corporate Plan - to be a Council renowned for excellence in service delivery:

'We will do this by ensuring that our culture is constructive and provides employees with opportunities to reach their potential whilst achieving community outcomes.

We will be recognised for excellence in governance and our commitment to using a best practice approach to accountable decision making.'

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement in that 'a Council must make arrangements to secure continuous improvement in the exercise of its functions'. As part of this the Council publishes information annually as to its performance and sets itself self-imposed Corporate Improvement Objectives based on its performance which are assessed annually by the Local Government Auditor.

Examples of how we have delivered under this theme are outlined overleaf.

GOOD GOVERNANCE

In 2017-18 the Council:

- Received a Certificate of Compliance from the NI Audit Office for the Council's Performance Duty.
- Successfully completed an Information Asset Register for the Council and delivered a comprehensive training programme in preparation for GDPR.
- Carried out 16 internal audits which delivered the annual audit plan in full.
- Implemented 98% of internal audit recommendations by completion date (2016-17: 89%).
- Recorded 45 days of training for Members through the Member Development Working Group's Training and Development Action Plan.
- 100% of minutes and audio recordings of council were uploaded to the corporate website within agreed timescales (2016-17: 100%).

With about 37% of our population living in a rural area, the introduction of the Rural Needs Act (NI) 2016 means that the Council considers the needs of people in rural areas when developing or revising policies.



MAKING THE BEST USE OF RESOURCES

During 2017-18 the Council faced a sudden reduction in its budget by £959,000 due to a revaluation of rates by Land and Property Services for a major ratepayer in the Borough. It was able to meet this obligation and still provide high quality services due to sound financial planning and management. The Council set a Corporate Improvement Objective: 'We will increase the speed with which we pay suppliers' for 2017-18.

During 2017-18 the Council delivered the following results:

- During 2017-18, on average 70% of invoices were paid within 10 days. This represents a significant improvement from the previous year (2016-17: 49.5%). In terms of comparative performance against other NI Council's, Antrim and Newtownabbey ranked 2nd overall.
- During 2017-18, on average 86% of invoices were paid within 30 days. This represents an improvement from the previous year (2016-17: 83.7%). In terms of comparative performance against other NI Council's, Antrim and Newtownabbey ranked 4th overall.
- Received £2,48m in external funding for the Borough (2016-17: £2.79m).

- Managed our finances in accordance with the requirements of the Local Government Finance Act (NI) 2011 and the Prudential Code.
- Subjected the 2017-18 annual accounts to an unqualified audit opinion.
- We have controlled our net costs of services to come within budget with a draft surplus for 2017-18 of approximately £2.3m before allocation to specific reserves/additional provisions (2016-17: deficit £483,000).
- 303 jobs on new structures have been filled (2016-17: 282).



The welfare of our staff is paramount and the Council recognises that it needs to manage staff absence and deliver well-being initiatives to reduce levels of staff absence. During 2017-18 the Council:

- Achieved 11.88 average days absence per employee against a target of 14.22 (2.34 days ahead of target).
- 53% of our staff had 100% attendance (2016-17: 53%).
- Managed absence closely and provided our employees with many supportive interventions to enable their return to work, for example:
 - ♦ free confidential counselling services on a 24/7 basis
 - ♦ WRAP (Wellness Recovery Action Plans)
 - ♦ referrals to Occupational Health, physiotherapy
 - ♦ phased returns
 - ♦ redeployment in some cases.
- Recorded 1,997 days spent on employee training (2016-17: 1,254).
- Obtained £7,500 of funding to deliver Management Development training to 30 participants.

HOW WELL ARE WE MANAGING YOUR MONEY?

The Council kept expenditure within budget in 2017-18.

FOR EVERY POUND THAT IS RAISED THROUGH YOUR RATES . . . THIS IS HOW IT IS SPENT

£0.18

Recreation and Sport
(£0.30, 2016-17)

£0.29

Waste
Management
(£0.35, 2016-17)

£0.07

Corporate Management
and Democratic Services
(£0.10, 2016-17)

£0.04

Arts and Culture
Services

£0.12

Other Services
(£0.06, 2016-17)

£0.04

Environmental Health
(£0.07, 2016-17)

£0.05

Community Planning
(£0.05, 2016-17)

£0.05

Property Building
Services

£0.16

Capital Financing

CORPORATE IMPROVEMENT PLAN

(2017-2018)

Self Assessment



CONTENTS

1. Introduction
2. Performance Improvement Duty
3. Corporate Improvement objectives 1-7
4. Statutory Performance Indicators and Standards
5. Self-Imposed Indicators and Standards
6. Overall assessment of performance
7. Overview of performance against the Corporate Plan 2015-2030
8. Have your Say

■ INTRODUCTION

Part 12 of the Local Government Act (Northern Ireland) 2014 puts in place a framework to support the continuous improvement of Council services and arrangements must be put in place to secure their achievement. A number of performance targets are also set by Government Departments in respect of job creation, planning and waste management.

The Council's Improvement Plan is a strategic document and links to the priorities in the Community Plan and the Corporate Plan 2015-30. Under each of the seven improvement objectives the Council has provided a clear rationale for the following:

1. Why the objective has been chosen.
2. What has been carried out thus far in relation to the objectives (performance) ?
3. What the Council's planned improvement activities are for the year (actions and measures).
4. The outcomes citizens can expect for the completed activities (the difference they will make).
5. Ensuring improvement aspects contained with the Act are embraced in the improvements.
6. Demonstrates how the improvements align with the Council's strategic objectives (strategic effectiveness).

■ SELF-ASSESSMENT

The following sections review and give a progress commentary under each of the seven improvement objectives with associated narrative. The improvement objectives provides a summary of what the Council sought to achieve, how well the Council performed and an overview on the impact or outcomes for citizens.

This section also provides a progress review of performance against the statutory performance improvement indicators and standards set for Economic Development, Planning and Waste including comparison with the previous year;

It also reports on the self-imposed indicators and standards collected during 2017-2018 and the previous year.

Where some actions have deviated from the Plan, there is an explanation and a narrative to explain the way forward in completing the activity. The achievement status of each is presented on the basis of: Fully Achieved/Achieved; Substantially Achieved; Partially Achieved; Not Achieved; Results not available; as explained below.



EVALUATION OF PROGRESS

The achievement status is presented on the basis of :

Fully Achieved / Achieved	Results indicate everything is on track. Performance is moving in the correct direction or actions and measures have been achieved.
Substantially Achieved	Results indicate that actions and measures are mostly achieved with one or two falling marginally short of their targets.
Partially Achieved	Results indicate that some actions and measures were achieved.
Not Achieved	Results indicate that actions and measures were not achieved as planned.
Results Not Available	Information not available, or in development.



WHAT IS IMPROVEMENT?

Statutory guidance defines improvement as 'more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for Councils should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.' Essentially, improvement is about making things better and our focus is on how we can deliver better services for the benefit of our residents and service users.

Antrim and Newtownabbey is committed to driving continuous improvement and performance across all service areas within the organisation. In 2017-18 the Council 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 set out to increase staff attendance, encourage entrepreneurship and streamline processes and systems to ensure that suppliers receive payments more promptly.

The Council is committed to ensuring that our improvement objectives are relevant, that the best arrangements for delivering them are in place, and that we can demonstrate the impact on the outcomes for citizens. The vision to be 'a prosperous place, inspired by our people and driven by ambition' is at the heart of everything the Council does.



ARRANGEMENTS TO SECURE CONTINUOUS IMPROVEMENT

The Council has put in place arrangements to support performance management and improvement which will drive and provide assurance that we are delivering on our vision, shared outcomes and improvement objectives. The Council recognises that an effective approach to performance will achieve a shared understanding across the organisation about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved.

Figure One illustrates our strategic performance framework demonstrating how the Council's strategic objectives are cascaded throughout the organisation. The performance management timetable for 2018-19 (Figure Two), outlines the various processes which combine to ensure that we effectively manage performance and that we take all possible steps to secure continuous improvement in the exercise of our functions.

STRATEGIC PERFORMANCE FRAMEWORK

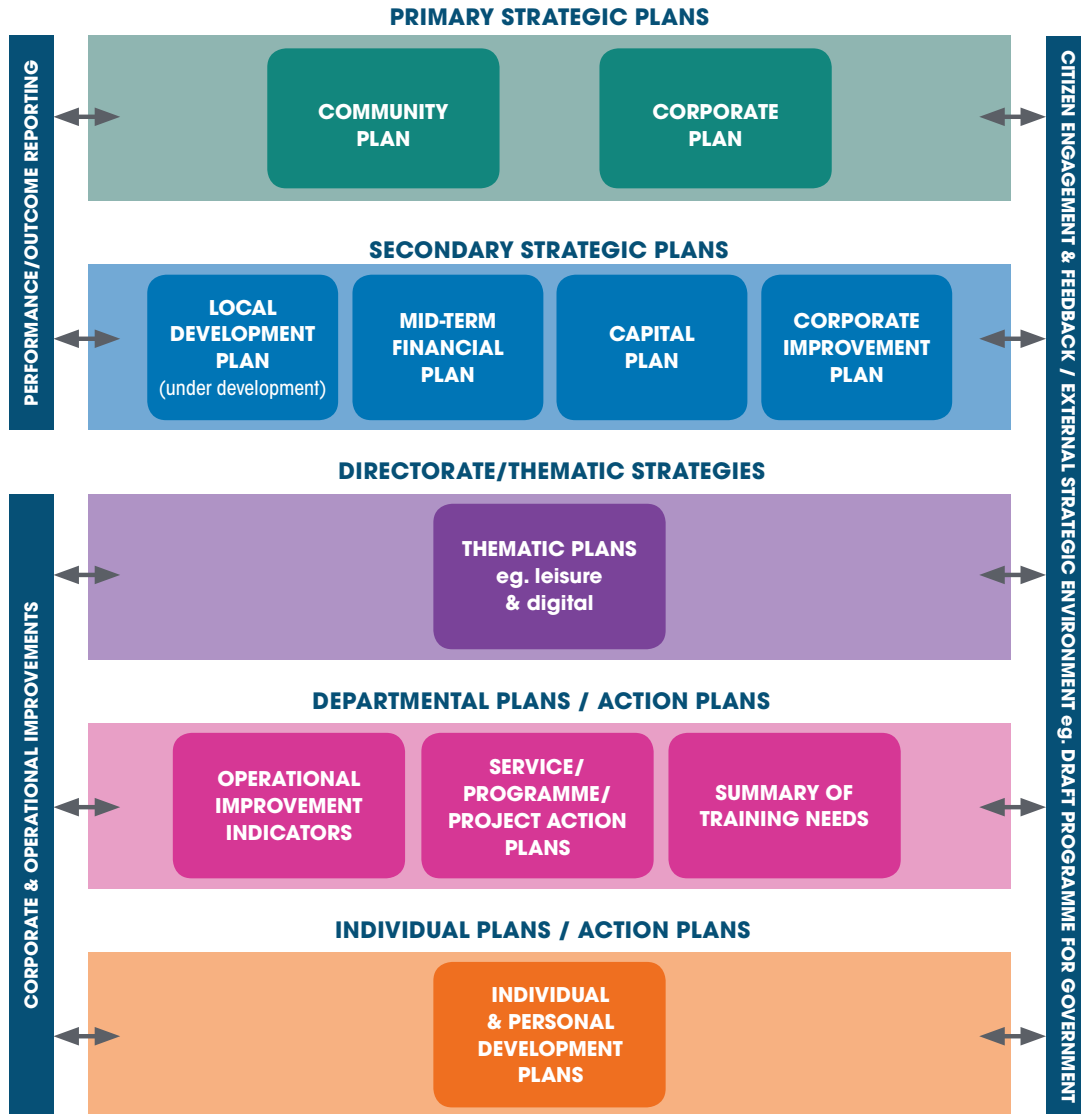


FIGURE ONE

○ **January 2018**

- Special CLT meeting re: Performance
- Ongoing CLT/SMT engagement in development of the Corporate Improvement Plan

○ **February 2018**

- Strike the Rate
- Presentations to Committees re. improvement indicators
- Working Draft of Corporate Improvement Plan reported to Council

○ **March 2018**

- Begin 12 week consultation process on the Corporate Improvement Plan
- Customer and resident satisfaction survey in Borough Life magazine
- Employee engagement survey

○ **April 2018**

- Annual Personal Review and Development Plan launch and roll-out of training
- Customer and resident satisfaction survey in Borough Life magazine
- Managers Conference (Corporate Plan 2015-2030 review)

○ **May 2018**

- 12 week consultation process ends, responses collated and a summary report presented to CLT and Council
- Compile benchmarking data for regional comparison

○ **June 2018**

- Final draft of the Corporate Improvement Plan reported to CLT and Council
- Published on the Council's corporate website by 30 June 2018
- Annual Personal Review and Development Plan process completed
- Corporate Employee Engagement Plan approved by Council

○ **July 2018**

- Northern Ireland Audit Office and Assessment

○ **August 2018**

- Draft individual learning and development needs for 2018-2020 reported to CLT
- Financial review (start work on the estimates process)
- Customer and resident satisfaction survey in Borough Life magazine

○ **September 2018**

- Governance update report on Quarter 1 results of the Corporate Improvement Plan to CLT and the Audit Committee
- Annual Report of Performance for 2017-18 to CLT, Audit Committee and Council
- Ongoing work on estimates process
- Evaluation of 2017-18 management development programmes

○ **October 2018**

- Progress Update Report on Quarter 1 results of the Corporate Improvement Plan to CLT and Council
- Ongoing work on estimates process
- Benchmarking data available for comparison improvement processes
- Corporate Workshop (Mid-year report on performance; corporate financial review; draft estimates for 2019-2020 and review of Corporate Plan 2015-2030)
- Customer and resident satisfaction in Borough Life magazine

○ November 2018

- Customer and resident satisfaction survey in Borough Life magazine
- Mid-year personal review and development process

○ December 2018

- Governance update report on Quarter 2 results of the Corporate Improvement Plan to CLT and the Audit Committee
- NIAO Audit and Assessment report (2017-18) to CLT and Audit Committee with draft Action Plan

○ January 2019

- Progress Update Report on Quarter 2 results of the Corporate Improvement Plan to CLT and Council
- Customer and resident satisfaction survey in Borough Life magazine
- Ongoing work on estimates process
- Development of 2019-2020 Corporate Improvement Plan (January – June 2019)

○ February 2019

- Strike the Rate

○ March 2019

- Governance update report on Quarter 3 results of the Corporate Improvement Plan to CLT and the Audit Committee
- NIAO publish report (composite report on all NI Councils)
- Customer and resident satisfaction survey in Borough Life magazine
- Corporate Plan 2019-2030 (Working Draft) to Council

○ April 2019

- Progress Update Report on Quarter 3 results of the Corporate Improvement Plan to CLT and Council
- Customer and resident satisfaction survey in Borough Life magazine

○ May 2019

- Election of new Council

○ June 2019

- Governance update report on Quarter 3 results of the Corporate Improvement Plan to CLT and the Audit Committee
- Progress Update report re: NIAO Audit and Assessment Report to CLT and Audit Committee
- Approval of final draft of Corporate Plan 2019-2030

○ July 2019

- Progress Update Report on Quarter 4 results of the Corporate Improvement Plan to CLT and Council
- Northern Ireland Audit Office and Assessment

○ August 2019

- Customer and resident satisfaction survey in Borough Life magazine

○ September 2019

- Annual Report on Performance 2018-19 to CLT, Audit Committee and Council

○ October 2019

- Customer and resident satisfaction survey in Borough Life magazine

○ November 2019

- Customer and resident satisfaction survey in Borough Life magazine



CHOOSING AND CONSULTING ON OUR IMPROVEMENT OBJECTIVES 2017-18

The Council led the development of the 2017-18 Corporate Improvement Plan with oversight and scrutiny from the Audit Committee to ensure the Plan's publication as soon as practicable following 1st April, in line with the Department for Communities guidance.

The process of developing the Council's Corporate Improvement Objectives involved a series of engagement exercises between the Corporate Leadership and Senior Management Teams. A range of information was considered, which included:

- Community Plan
- Consultations and Survey information
- Medium term financial information
- Digital transformation aspirations and plans as well as corporate change management projects
- Performance data
- Programme for Government
- Ongoing consultation exercise and feedback throughout the year.

CONSULTATION

Guidance indicates that Councils should 'develop an on-going dialogue with our communities and areas that it serves, so that the setting of improvement objectives is a jointly owned process centred on a balanced assessment of the needs of the community as a whole, rather than any particular organisation or interest group within it'.

A Corporate Improvement Plan (Working Draft) 2017-18 was brought for Members' consideration in February 2017 and it was agreed to conduct a twelve-week consultation exercise to encourage feedback from our stakeholders.

On 2nd March 2017, officers initiated a 12-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.

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 comment and feedback.

The public consultation closed on 25th May 2016. Fourteen responses were received.



WHAT THE CONSULTATION TOLD US

We will improve the level of cleanliness of the Borough.	100% of respondents considered this objective to be appropriate for the Borough.
We will increase levels of household recycling and reduce the amount of waste sent to landfill.	93% per cent of respondents considered this objective as appropriate for the Borough
We will increase overall customer satisfaction by using technology to increase accessibility to information and services.	93% per cent of respondents considered this objective as appropriate for the Borough
We will increase the number of people who use our leisure centres.	93% per cent of respondents considered this objective as appropriate for the Borough.
We will encourage entrepreneurship across the Borough.	100% of respondents considered this objective as appropriate for the Borough.
We will increase the speed with which we pay suppliers.	79% of respondents considered this objective as appropriate for the Borough.
We will increase staff attendance levels across the Council.	93% of respondents considered this objective as appropriate for the Borough.

With such significant support for the seven proposed improvement indicators, the Council developed its 2017-18 Corporate Improvement Plan around them. When reviewed, respondent commentary did not warrant the removal, amendment to or addition to the objectives proposed. Additional commentary and views provided serves to inform our wider improvement activity across the Council.

IMPROVEMENT OBJECTIVES

– OVERVIEW

Improvement Objective 1:	We will improve the level of cleanliness of the Borough.
Improvement objective 2:	We will increase levels of household recycling and reduce the amount of waste sent to landfill.
Improvement objective 3:	We will increase overall customer satisfaction by using technology to increase accessibility to information and services.
Improvement objective 4:	We will increase the number of people who use our leisure centres.
Improvement objective 5:	We will encourage entrepreneurship across the Borough.
Improvement objective 6:	We will increase the speed with which we pay suppliers.
Improvement objective 7:	We will increase staff attendance levels across the Council.



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, 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.



OBJECTIVE 1: WE WILL IMPROVE THE LEVEL OF CLEANLINESS OF THE BOROUGH

What we said we would do	What has been achieved
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.	<p>Over the course of the last year, measures have been put in place to improve the cleanliness of the Borough, such as dedicated resources targeting littering and dog fouling hotspots, including joint approaches by Cleansing and Environmental Health Teams. An example of this is the Burney's Lane area, where following an intervention only one complaint of dog fouling has been received as at March 2018.</p> <p>557 service requests were received for dog fouling, with the average response time being 2.41 days.</p> <p>1,211 service requests were received for litter, with the average response time being 2.81 days.</p> <p>Enforcement patrols have increased with 2,000 patrols carried out across the Borough. Almost 21,500 dog waste bags were distributed, 250 stray dogs collected, leaflets delivered to 700 homes and 14 presentations were made to community groups.</p> <p>Over 50 new combi bins have been installed across the Borough. Additional combi bins will be installed upon further requests from the general public.</p> <p>An independent assessment of cleanliness in the Borough by Keep Northern Ireland Beautiful reported a positive 88% cleanliness rating of the assessed paths, pavements and open spaces.</p> <p>Further work is ongoing to improve the service and customer response times. We are working with Derry City and Strabane District Council and our software provider to develop the GIS capability of our complaints package. This will allow Enforcement Officers to view what complaints/hotspots are nearby when patrolling and improve response times. The GIS capability will also be used to more clearly define hotspot areas.</p>

OBJECTIVE 1: WE WILL IMPROVE THE LEVEL OF CLEANLINESS OF THE BOROUGH

What we said we would do	What has been achieved
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.	<p>Officers carried out extensive research, including the 'Don't Mess With Texas' litter awareness campaign which Keep Northern Ireland Beautiful's 'Live Here Love Here' programme is based on.</p> <p>A targeted litter campaign was delivered over a two-week period from 5th February with advertising billboards in Glengormley, Jordanstown, Dunsilly, Antrim, Ballyclare and Newtownabbey.</p> <div data-bbox="600 646 1326 989"></div> <p>Continued work will be carried out with the Marketing & PR team to develop this campaign and utilise existing billboard spaces to target specific issues such as littering from vehicles and dog fouling.</p> <p>Future campaigns will continue to use the 'Live Here Love Here' and will be assessed for their effectiveness.</p> <p>Local groups will continue to be assisted with Support in Kind to carry out clean-ups.</p> <p>Envirolab interactive educational shows were held with over 850 children from 13 schools, with extremely positive feedback from teachers.</p>

OBJECTIVE 1: WE WILL IMPROVE THE LEVEL OF CLEANLINESS OF THE BOROUGH

What we said we would do	Baseline Information as at 31 March 2017 (unless stated)	What has been achieved	Status
1. Our residents report a 5% increase in satisfaction with the level of cleanliness of our Borough.	<p>51% satisfaction with the 'cleanliness of the roads and streets in your area.'</p> <p>(Source: Resident Satisfaction Survey in Borough Life. March 2017 and 'Face to Face' Survey (Aug 17)</p>	<p>A survey was completed in Borough Life magazine in March 2018 with respondents citing a 39% satisfaction with the cleanliness of the Borough.</p> <p>Follow-up 'Face to Face' surveys were carried out in June 2018 across the Borough - Ballyclare, Glengormley, Antrim town, Antrim Loughshore, Jordanstown Loughshore and Templepatrick. These 'Face to Face' surveys indicated a positive satisfaction rating of 68%.</p>	Substantially Achieved
2. Our performance is in the top quartile of the annual Keep Northern Ireland Beautiful National Benchmarking Report.	<p>Council was rated as 7th in terms of cleanliness score in NI.</p> <p>(Source: Keep NI Beautiful National Benchmarking Survey 2015)</p>	<p>The Cleaner Neighbourhoods Report - renamed from Keep NI Beautiful Benchmarking Report - reported an 88% cleanliness rating of the assessed paths, pavements and open spaces within the Borough.</p> <p>The Council was rated joint 4th (second quartile) when assessed against other Council areas, demonstrating a positive improvement from the previous year.</p>	Substantially Achieved

OBJECTIVE 1: WE WILL IMPROVE THE LEVEL OF CLEANLINESS OF THE BOROUGH

What we said we would do	Baseline Information as at 31 March 2017 (unless stated)	What has been achieved	Status
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.	<p>44 Fixed Penalty notices issued for dog fouling and littering.</p> <p>(Source: Environmental Health)</p> <p>Joint 3rd highest number of fixed penalties issued in 2015-16. (187: Litter) (Keep NI Beautiful Benchmarking Report)</p>	<p>65 Fixed Penalty notices issued for dog fouling and littering. This demonstrates an increase of 48% from the previous year. The level of fixed penalty notices is in keeping with the findings Cleaner Neighbourhoods Report which stated that 96% of the assessed areas did not have dog fouling present.</p> <p>It is not yet possible to provide our Quartile position in the Keep Northern Ireland Beautiful Benchmarking Report (now known as the Cleaner Neighbourhoods Report). Comparative figures for all eleven Councils, for the issuing of Fixed Penalty Notices in 2017-18, will not be available to the next report, due in early 2019 when it will be reported to Committee and the self-assessment report updated.</p> <p>For performance improvement, an extensive programme of pro-active activities by Enforcement Officers throughout 2017-18 was carried out, which included:</p> <ul style="list-style-type: none"> · Increased visibility from over 2,000 patrols · Almost 250 stray dogs collected · Over 300 warning signs erected for littering/dog fouling/illegal dumping offences · Leaflets encouraging responsible dog ownership delivered to almost 700 homes in hotspot areas · Presentations to 14 community groups on responsible dog ownership · Almost 21,500 dog waste bags distributed · Almost 700 responsible owners observed cleaning up after their dogs during patrols <p>This objective has been rolled forward into the 2018-19 Corporate Improvement Plan in order to prioritise this area.</p>	Results not available

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.

‘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.



OBJECTIVE 2: WE WILL IMPROVE THE LEVEL OF CLEANLINESS OF THE BOROUGH

What we said we would do	What has been achieved
1. Expand the garden and food waste recycling scheme to 3,500 rural properties in the Antrim area.	Completed May/June 2017.
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.	The Council is awaiting visibility of further Government funding to progress this objective.
3. Expand the use of triple stack bins and smaller 180L general waste bins to a further 16,000 homes in the Newtownabbey area.	The expansion of the triple stacks has been completed in the Queens Park, Rathcoole, Bawnmore, Whiteabbey and Jordanstown areas. Officers have also reviewed the expansion programme timetable and have been able to reduce the 100% coverage date by 3 months.
4. Support these changes with an effective education and awareness campaign.	No Food Waste campaign has had a noticeable impact on recycling behaviour. £60,000 funding secured from DAERA for waste related awareness campaign #IRecycleRight

OBJECTIVE 2: WE WILL IMPROVE THE LEVEL OF CLEANLINESS OF THE BOROUGH

How we said we would know if we have succeeded	Baseline Information as at March 2017 (unless stated)	What has been achieved	Status
1. We recycle at least 49% of our household waste by 2017/18.	51% satisfaction with the 'cleanliness of the roads and streets in your area.' (Source: Resident Satisfaction Survey in Borough Life. March 2017 and 'Face to Face' Survey (Aug 17)	A survey was completed in Borough Life magazine in March 2018 with respondents citing a 39% satisfaction with the cleanliness of the Borough. Follow-up 'Face to Face' surveys were carried out in June 2018 across the Borough - Ballyclare, Glengormley, Antrim town, Antrim Loughshore, Jordanstown Loughshore and Templepatrick. These 'Face to Face' surveys indicated a positive satisfaction rating of 68%.	Fully Achieved
2. We landfill no more than 33,000 tonnes (circa) of municipal waste in 2017/18.	Council landfilled 33,311 tonnes in 2016/17 (Source: NILAS return for 2016/17)	The final, verified data is not due until November 2018. Quarter 4: 29,057 tonnes (2017-18 cumulative) sent to landfill. Expected final figure is estimated to be 30,000 tonnes, thus 10% under target.	Fully Achieved



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.



OBJECTIVE 3: WE WILL INCREASE OVERALL CUSTOMER SATISFACTION BY USING TECHNOLOGY TO INCREASE ACCESSIBILITY TO INFORMATION AND SERVICES

What we said we would do	What has been achieved
1. Improve the ‘user friendliness’ of the Council’s website.	<p>The website is constantly being updated with new information and a procurement exercise was completed and approved in May 2018, with expected launch of a new website in October 2018.</p> <p>Resident Satisfaction with the Council website was recorded at 65% (Satisfaction survey March 2018 Borough Life).</p>
2. Identify, scope and deliver digital developments to improve customer service.	<p>A number of digital projects have been improved upon and completed to improve customer service.</p> <ul style="list-style-type: none"> · Waste Self-Service · Invoice Integration · Employee App -iConnect · Finance Optical Character Recognition (OCR) · Software Integration – RIAMS · Camp Manager Facilities Booking · Skype for Business · Core Training · Managed Print Solution <p>In addition, 12 projects are due to be completed in the following six months:</p> <ul style="list-style-type: none"> · Website Development · Tourism Micro Website · Leisure Management System · Digitalisation of Cemeteries Administration · Kiosks / Vending Systems and Self-Service · Artifax / Conferencing Software · Citizen App


**OBJECTIVE 3: WE WILL INCREASE
OVERALL CUSTOMER SATISFACTION
BY USING TECHNOLOGY TO INCREASE
ACCESSIBILITY TO INFORMATION AND
SERVICES**

What we said we would do	What has been achieved
2. Identify, scope and deliver digital developments to improve customer service (continued).	<p>In addition, 12 projects are due to be completed in the following six months (continued):</p> <ul style="list-style-type: none">· Property Services Management Information System· Telephony· Video Conferencing· Hardware Upgrades· Security <p>A further 9 digital projects will be completed in the following 12 months:</p> <ul style="list-style-type: none">· Online Portal· Online Cemeteries Search· Electronic Document and Records Management System (EDRMS)· Geographic Information System (GIS)· Global Positioning System (GPS) & All Round Vision Cameras· Digital Business Programme· Access to Broadband· Business Directory· Digital Catapult



OBJECTIVE 3: WE WILL INCREASE OVERALL CUSTOMER SATISFACTION BY USING TECHNOLOGY TO INCREASE ACCESSIBILITY TO INFORMATION AND SERVICES

How we said we would know if we have succeeded	Baseline Information as at March 2017 (unless stated)	What has been achieved	Status
1. 5% increase in overall resident satisfaction with Council services.	70% overall satisfaction with Council services (Source: Residents' Survey March 17)	A survey conducted in Borough Life (and online) from 05/03/08 to 27/04/18, with 649 respondents; 70% stated that they were satisfied/very satisfied with Council services.	Substantially Achieved
2. 5% increase in the number of services provided digitally.	21 services online.	23 services are now online. Two services brought online in 2017-18: <ul style="list-style-type: none"> Online process for the Coach Education registration process and booking of community relations events. Online leisure membership enquiry system. Work continues in terms of digital developments to improve customer services. 	Fully Achieved
3. There is a 65% resident satisfaction rating with the quality of information on the Council's website and digital services.	Residents stated a satisfaction rate of 57% with the quality of information available on the council's website. (Source: Residents Feedback Survey December 2016)	A 'Communication' survey published in Borough Life (and online) from 27 January 2017 to 16 March 2018, with 308 respondents; 68% stated that they were satisfied/very satisfied with the quality of information on the Council's website and digital services.	Fully Achieved



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?

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 4,778 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 reduces barriers to access and encourages participation should contribute to increased levels of activity our population across all age ranges.



OBJECTIVE 4: WE WILL INCREASE THE NUMBER OF PEOPLE WHO USE OUR LEISURE CENTRES

What we said we would do	What has been achieved
1. Introduce a new leisure membership scheme and pricing policy.	<p>The new leisure membership scheme and pricing policy was launched 2nd October 2017, with results achieving:</p> <ul style="list-style-type: none">· Total number of paying members 7,178 (29/03/18).· Total members are 12,128 (29/03/18). <p>Membership income has increased by £122,199 when comparing October - March 2017 and October – March 2018.</p>
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.	<p>An innovative marketing and branding campaign was implemented which contributed to the successful introduction of the leisure membership scheme, illustrating the benefits of participation, what's on offer and its value for money.</p>



OBJECTIVE 4: WE WILL INCREASE THE NUMBER OF PEOPLE WHO USE OUR LEISURE CENTRES

How we said we would know if we have succeeded	Baseline Information as at March 2017 (unless stated)	What has been achieved	Status
1. There is a 10% increase in the number of people taking out leisure memberships.	During 2016/17 Council had 5,180 people who were part of the leisure membership scheme.	<p>The launch of the new membership pricing policy has been successful, with the year-end target of 6,400 'paying members*' achieved in January 2018, two months ahead of schedule and 23.6% above 2016-17.</p> <ul style="list-style-type: none"> ·Total number of paying members 7,178 (29/03/18). ·Total members are 12,128 (29/03/18). <p>Membership income has increased by £122,199 when comparing October - March 2017 and October - March 2018.</p> <p>*Paying members are defined as the people who set up a direct debit or pay for an upfront membership.</p>	Fully Achieved
2. 5% increase in the number of services provided digitally.	1,158,405 usage of Council leisure centres were recorded during 2016/17	As at 29 March 2018, usage figures were recorded as 1,335,900. This is a 30% increase in the number of people attending our leisure centres on the baseline figure of 1,023,296 from 2015-16.	Fully Achieved



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.



OBJECTIVE 5: WE WILL ENCOURAGE ENTREPRENEURSHIP ACROSS THE BOROUGH

What we said we would do	What has been achieved
1. Deliver a high quality support service to those interested in starting a new business.	A new 'Go for It' business start-up programme was rolled out from September 2017 with enhanced client tracking and access to aftercare.
2. Deliver innovative measures to attract and support new businesses to help them develop and grow.	<p>New free mentoring service being funded through ERDF and Invest NI – started April 2018.</p> <ul style="list-style-type: none"> · 'Nuture' programme assisted 8 new business start-ups. · Other initiatives continue: · LEAN business network · ASK free mentoring service for 55 businesses · Sales Growth Programme for 20 businesses · Build Your Own Website Programme for 20 businesses

OBJECTIVE 5: WE WILL ENCOURAGE ENTREPRENEURSHIP ACROSS THE BOROUGH

How we said we would know if we have succeeded	Baseline Information as at March 2017 (unless stated)	What has been achieved	Status
1. We have promoted approximately 90 jobs via the Business Start-Up Programme.	92 jobs	<p>The Council met the statutory target of 80 job promoted via the Business Start Up Programme.</p> <p>A new contract came into effect from September 2017. This was slow to get started, however the Council succeeded in promoting 83 jobs.</p>	Substantially Achieved



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.

OBJECTIVE 6: WE WILL INCREASE THE SPEED WITH WHICH WE PAY SUPPLIERS

What we said we would do	What has been achieved
1. We will review and improve internal processes to ensure that payment targets are met.	<p>The cumulative figure for 2017-18 was 86% of invoices paid within 10 days and 70% paid within 30 days.</p> <p>An Optical Character Recognition (OCR) project to increase invoice registration efficiency is now embedded within all of our systems and processes. The cumulative figure for invoices registered by OCR during 2017-18 is 43%.</p> <p>Further work will be completed during 2018-19 to streamline this process further, achieving a target of 60%.</p> <p>The introduction of an additional weekly payment run in December 2016 has been sustained during 2017/18.</p> <p>From October 2017, the preferred supplier payment method has been made via an internet partner payment service. This has eliminated the BACS processing delay resulting in an improvement in payment time of 2 days.</p> <p>Further reviews are planned for order thresholds, authorisation process and registration of manual invoices.</p>



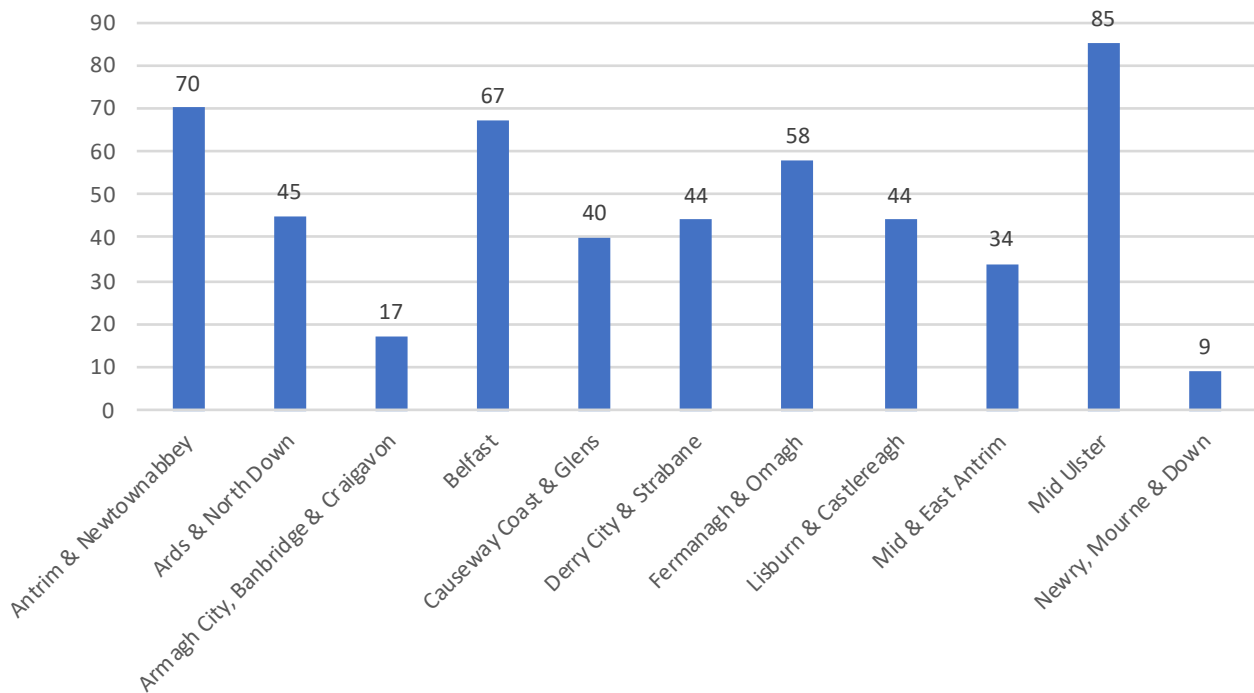
OBJECTIVE 6: WE WILL INCREASE THE SPEED WITH WHICH WE PAY SUPPLIERS

How we said we would know if we have succeeded	Baseline Information as at March 2017 (unless stated)	What has been achieved	Status
1. 80% of invoices are paid within 10 working days.	Average prompt payment performance for 2016/17 is 50% within 10 days	<p>During 2017-18, on average 70% of invoices were paid within 10 days. This represents a significant improvement from the previous year (2016-17: 50%).</p> <p>In terms of comparative performance against other NI Council's, Antrim and Newtownabbey ranked 2nd overall.</p> <p>Elected Members in the Policy and Governance Committee have questioned the ability of Councils to achieve the target set by the Department for Communities.</p>	Substantially Achieved
2. 90% of invoices are paid within 30 working days.	84% were paid within 30 days in 2016/17	<p>During 2017-18, on average 86% of invoices were paid within 30 days. This represents an improvement from the previous year (2016-17: 84%).</p> <p>In terms of comparative performance against other NI Councils, Antrim and Newtownabbey ranked 4th overall.</p>	Substantially Achieved

PROMPT PAYMENT PERFORMANCE: COMPARISON WITH OTHER NI COUNCILS

(2017-18)

SOURCE: DEPARTMENT FOR COMMUNITIES

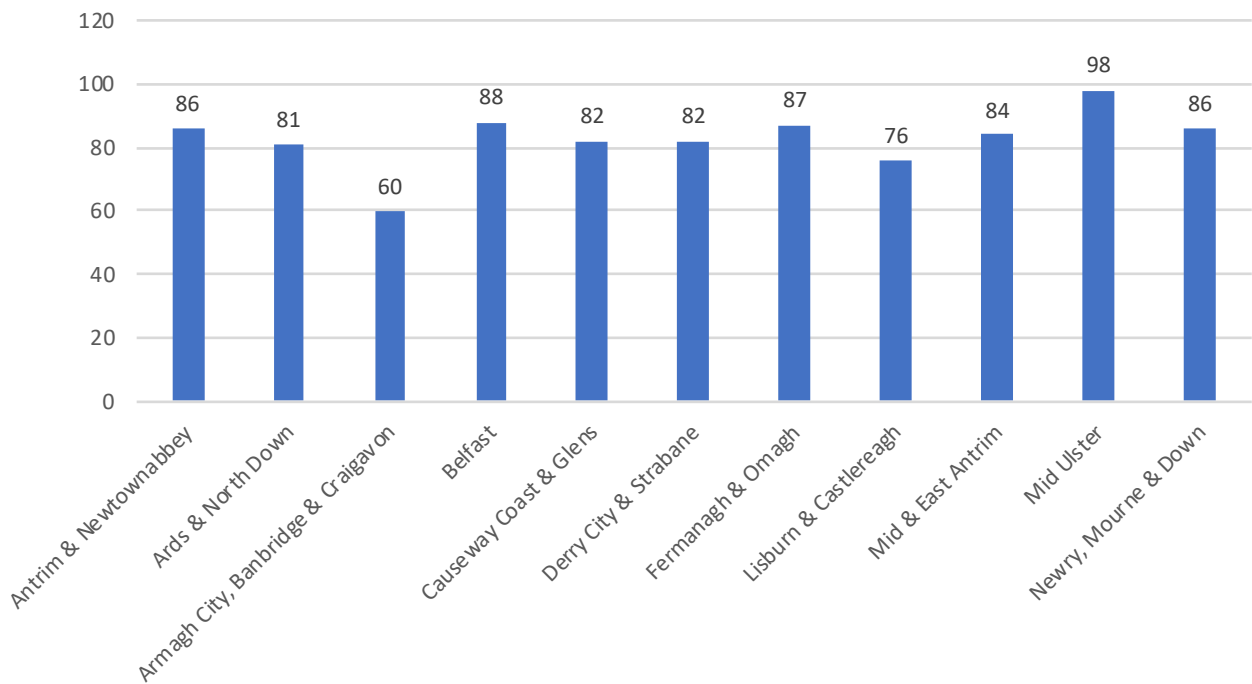


■ % paid within 10 working days

PROMPT PAYMENT PERFORMANCE: COMPARISON WITH OTHER NI COUNCILS

(2017-18)

SOURCE: DEPARTMENT FOR COMMUNITIES



■ % paid within 30 calendar days



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% 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.



OBJECTIVE 7: WE WILL INCREASE STAFF ATTENDANCE LEVELS ACROSS THE COUNCIL

What we said we would do	What has been achieved
<p>1. We will manage absence closely, review procedures, and deliver employee engagement, recognition and wellbeing initiatives to reduce sickness absence levels across the Council.</p>	<p>The Managing Attendance Policy has been reviewed and a draft is available for agreeing with the unions.</p> <p>The Council achieved 11.88 average days absence per employee against a target of 14.22 (2.34 days ahead of target).</p> <p>We will continue to manage absence closely and provide our employees with many supportive interventions to enable their return to work, for example:</p> <ul style="list-style-type: none"> · free confidential counselling services on a 24/7 basis · WRAP (Wellness Recovery Action Plans) · referrals to Occupational Health, physiotherapy · phased returns · redeployment in some cases.

OBJECTIVE 7: WE WILL INCREASE STAFF ATTENDANCE LEVELS ACROSS THE COUNCIL

How we said we would know if we have succeeded	Baseline Information as at March 2017 (unless stated)	What has been achieved	Status
1. There is a 1% reduction in the average number of days lost per employee.	During 2016/17 the average days lost per employee was 14.36	The average number of days lost per employee in 2017-18 was 11.88 against the target of 14.36 days. Absence has continued to be managed closely.	Fully Achieved
2. We have maintained 100% staff attendance levels.	In 2016/17 53% of Council employees had 100% attendance	The Council has maintained 100% staff attendance levels at 53% (424 people), during 2017-18.	Fully Achieved



STATUTORY PERFORMANCE INDICATORS AND STANDARDS

Seven statutory indicators and standards were set by Central Government departments for Planning Services, Economic Development and Waste Management.

The Local Government (Performance Indicators and Standards) Order (NI) 2015 specified the performance indicators and standards for Antrim and Newtownabbey Borough Council.

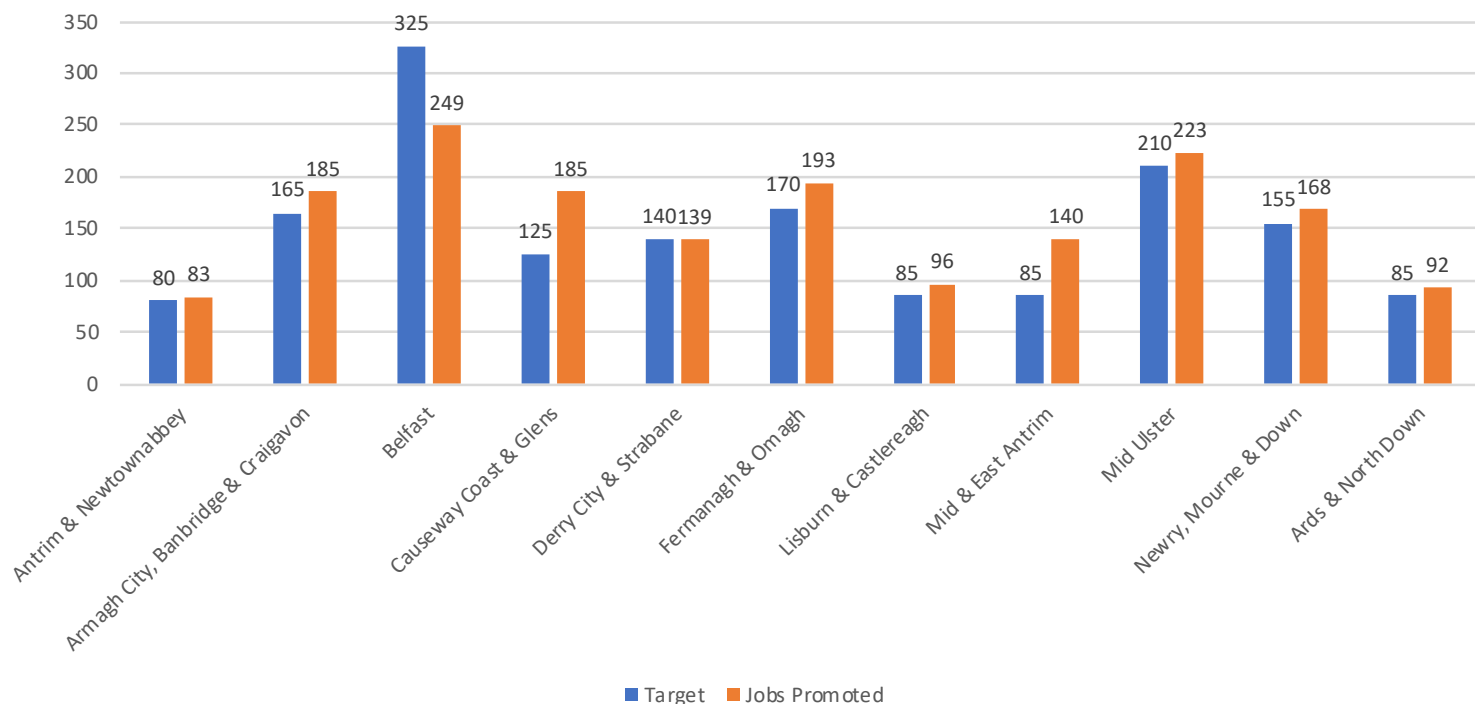
This section of the report details how the Council performed against these statutory indicators and illustrates a comparison against 2017-18 and how Antrim and Newtownabbey has performed in relation to other Northern Ireland Councils.

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.

Standard to be met (annually)	2015 -16	2016-17	2017-18	What has been achieved	Status
80	105	92	83	<p>The Regional Start Initiative is delivered by Enterprise NI, managed by Invest NI, on behalf of Councils, via a Service Level Agreement.</p> <p>Invest NI monitor targets and report monthly to Councils on progress re: performance levels and targets of each Council area.</p> <p>The Antrim and Newtownabbey area has exceeded their target, see overleaf for comparison with other Council areas.</p> <p>Antrim and Newtownabbey Borough Council is ranked 9th in its performance out of the eleven Councils although it has exceeded its target of 80 jobs. The average start-up rate is 108% (target vs rate achieved) for Northern Ireland and the Council currently sits at 103%.</p>	Fully Achieved

THE NUMBER OF JOBS PROMOTED THROUGH BUSINESS START-UP ACTIVITY

(2017-18)



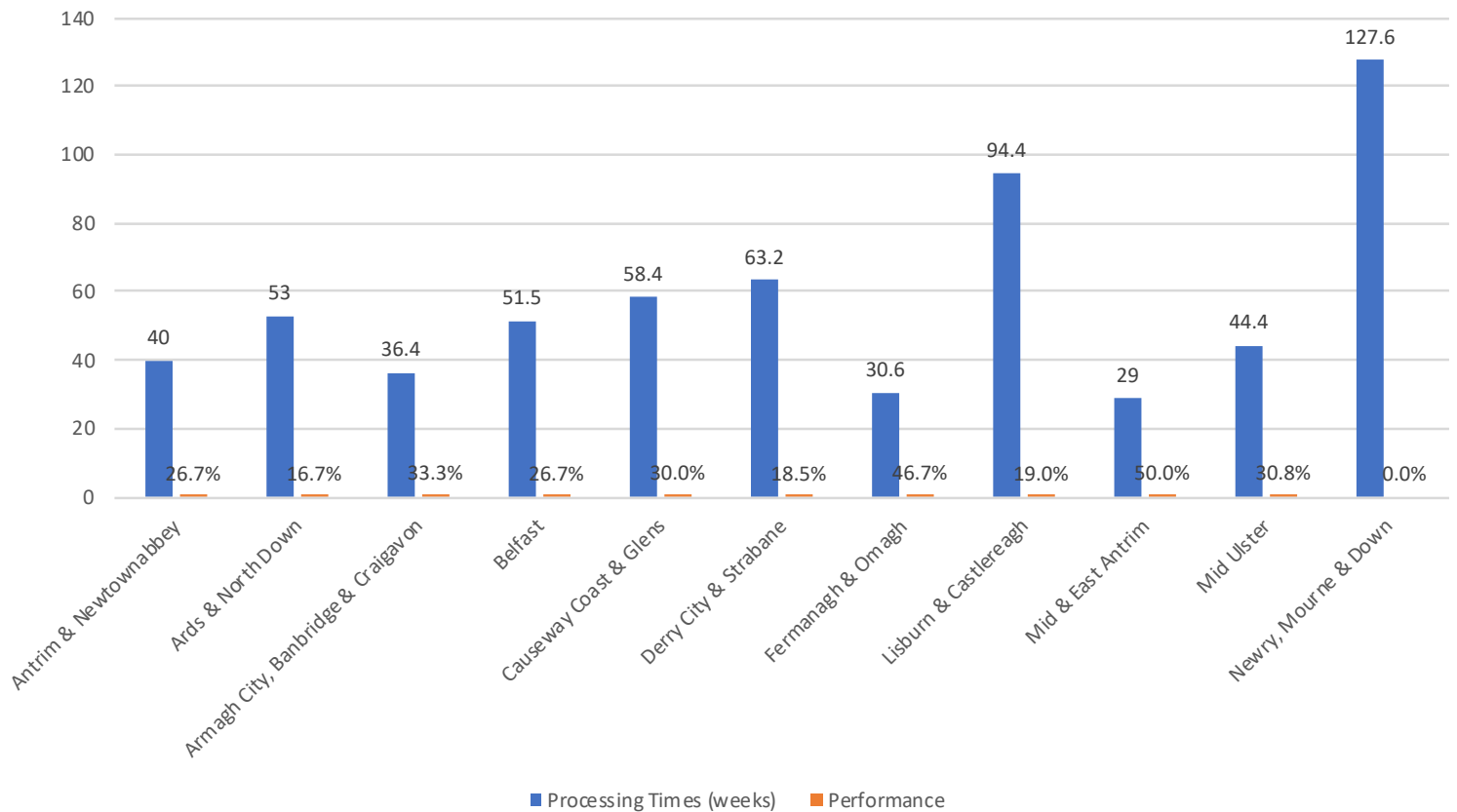
PLANNING: THE AVERAGE NUMBER OF WEEKS TAKEN TO PROCESS MAJOR PLANNING APPLICATIONS

Standard to be met (annually)	2015 -16	2016-17	2017-18	What has been achieved	Status
The target for major applications is to process 50% from submission to conclusion within 30 weeks.	28.2 weeks 52.4%	73.6 weeks 15.9%	40 weeks 26.7%	<p>The Council processed major applications to conclusion with an average processing time of 40 weeks. Whilst this did not meet the statutory target of 30 weeks the Council was ranked 4th amongst the 11 Councils during 2017/18 with only one council (Mid & East Antrim) achieving the target.</p> <p>From 2016/17 to 2017/18 the Council's performance improved significantly from an average of 73.6 weeks to 40 weeks and the Council will continue to strive to refine its processes to ensure that it further increases its performance in this area.</p> <p>Please see link for comparison with other Council areas: https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics </p>	Substantially Achieved

New measures have been introduced to prioritise and promote the efficient and timely processing of Major applications, which contribute greatly to the ongoing economic success and jobs growth of the Borough.

MAJOR PLANNING APPLICATIONS

(2017-18)

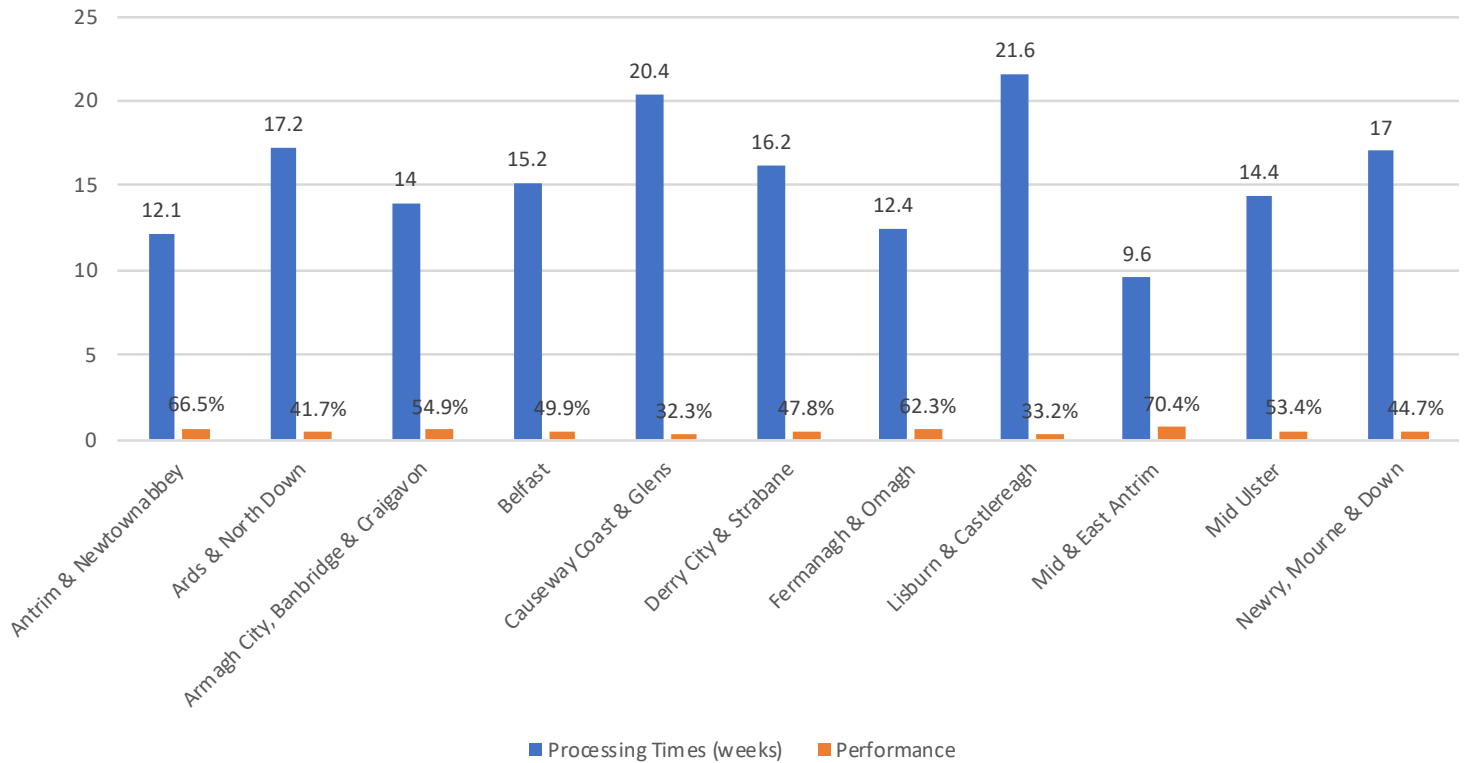


PLANNING: THE AVERAGE NUMBER OF WEEKS TAKEN TO PROCESS MAJOR PLANNING APPLICATIONS

Standard to be met (annually)	2015 -16	2016-17	2017-18	What has been achieved	Status
The target for local applications is to process 50% from submission to conclusion within 15 weeks.	14 weeks 55.9%	12.6 weeks 65.9%	12.1 weeks 66.5%	<p>The Council processed 705 local applications to conclusion with an average processing time of 12.1 weeks meaning that we achieved 66.5%, which met the statutory target set.</p> <p>This marked an improvement on performance in 2016/17 with an overall approval rate of 93%.</p> <p>When compared across the Councils in Northern Ireland, Antrim and Newtownabbey Borough Council is ranked second in terms of processing times of applications within the 15 week target. This is above the average of 49.7% across Northern Ireland and above the 50% target.</p> <p>Please see link for comparison with other Council areas: https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics </p>	Fully Achieved

LOCAL PLANNING APPLICATIONS

(2017-18)

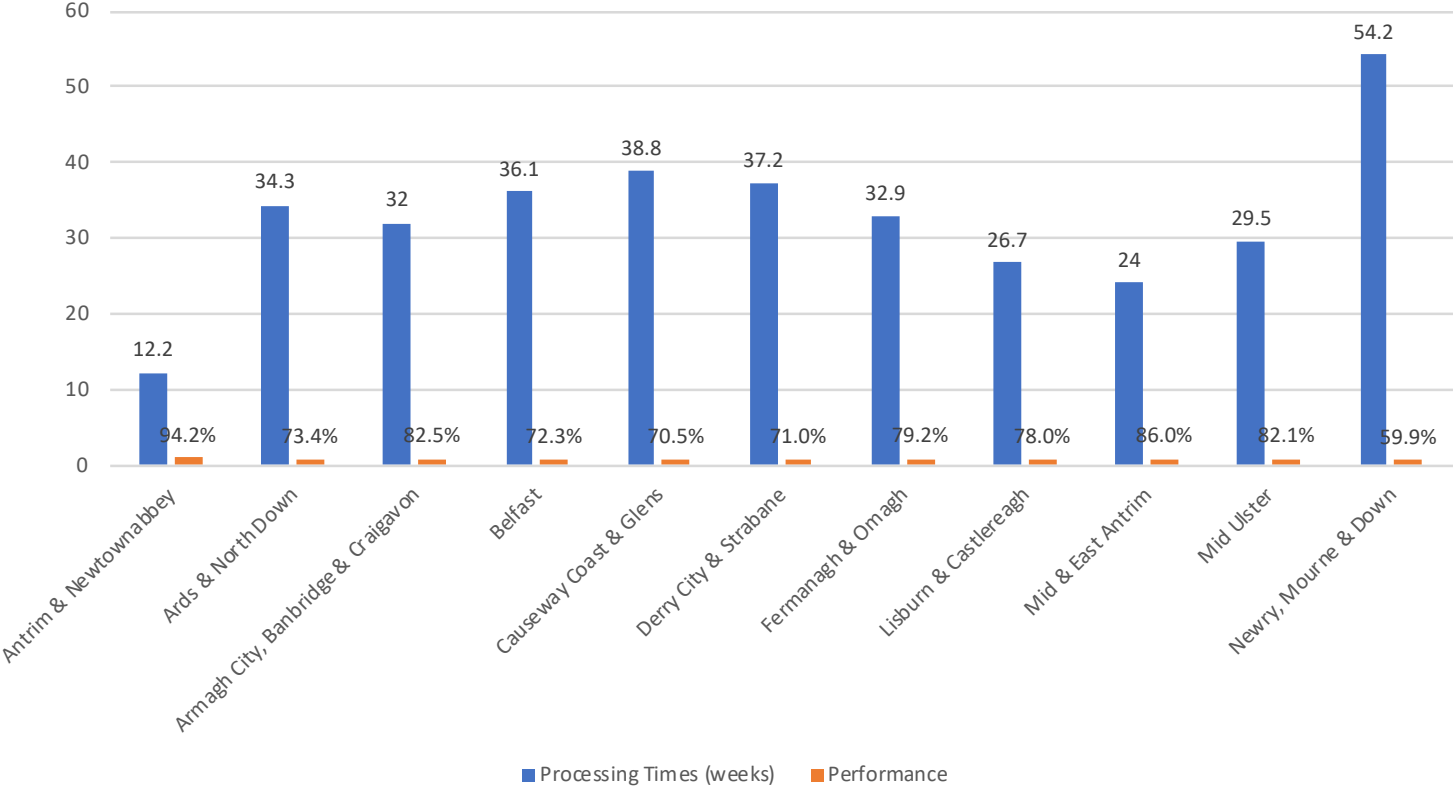


PLANNING: THE AVERAGE NUMBER OF WEEKS TAKEN TO PROCESS MAJOR PLANNING APPLICATIONS

Standard to be met (annually)	2015 -16	2016-17	2017-18	What has been achieved	Status
The target for enforcement cases was to process to a conclusion 70% of cases within 39 weeks of receipt.	19.5 weeks 84.2%	14.2 weeks 93.5%	12.2 weeks 94.2%	<p>The Council opened 440 new cases with an average processing time of 14.2 weeks meaning that we achieved 93.5%, which met the statutory target set.</p> <p>Once again the Council recorded the strongest performance across all Councils in processing enforcement cases and as part of this work, the Planning Committee agreed to take formal enforcement action in some 12 cases during the year.</p> <p>The Council is again ranked first out of the eleven Northern Ireland Councils for average processing times of enforcement planning cases. It takes the least amount of time across Northern Ireland with the average being 33 weeks.</p> <p>Please see link for comparison with other Council areas: https://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics </p>	Fully Achieved

ENFORCEMENT

(2017-18)



WASTE MANAGEMENT: THE PERCENTAGE OF HOUSEHOLD WASTE COLLECTED THAT IS SENT FOR RECYCLING

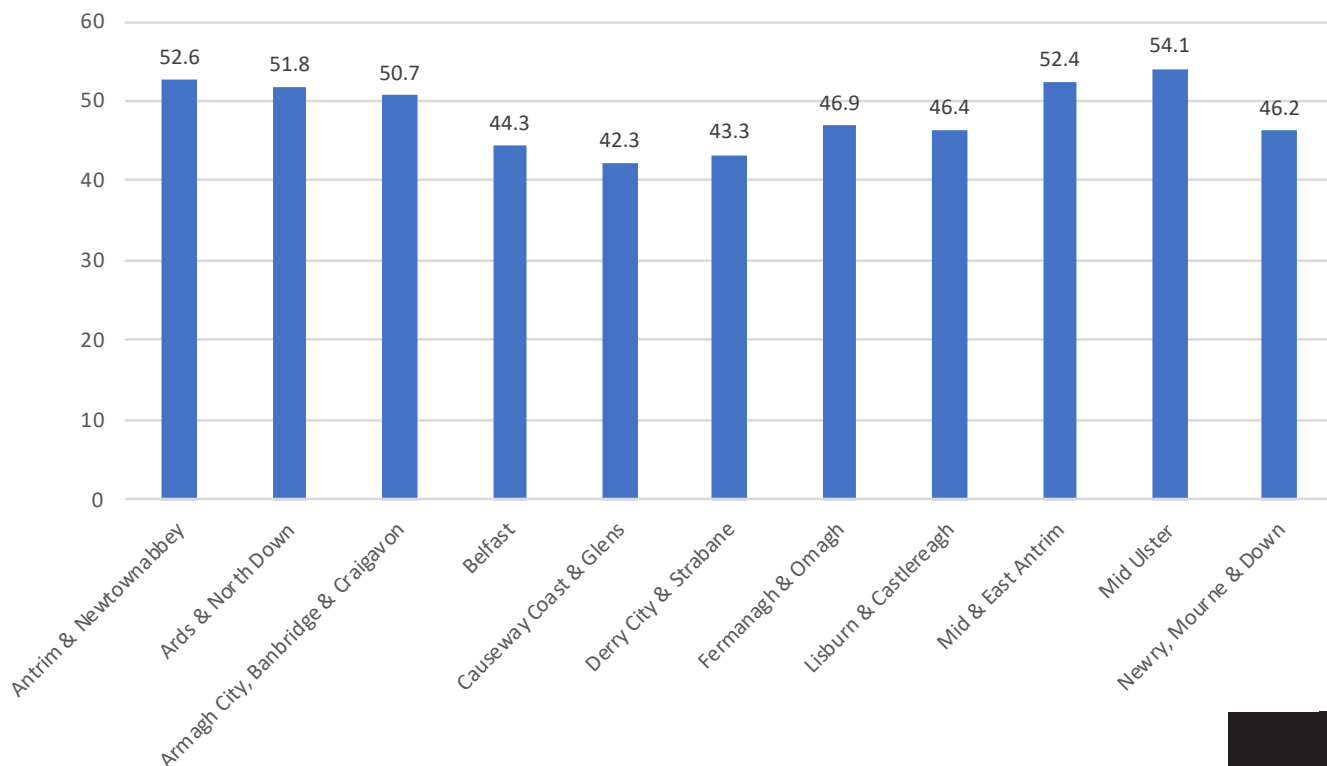
Standard to be met (annually)	2015 -16	2016-17	2017-18	What has been achieved	Status
NI Landfill Allowance Scheme (50% by 2020)	47.46%	47.56%	53.1%	<p>Through a range of measures, the Council has increased the percentage of household waste collected that is recycled from 47.6% (2016-17) to 53.1% (2017-18).</p> <p>Note: the annual NILAS report for 2017-18 is not published until November 2018 and therefore these results are not verified.</p> <p>On comparison with other Councils, Antrim and Newtownabbey Borough Council stands at 4.6% above the average recycling rate. On examination of the quarterly statistics the Council is ranked second highest in recycling rates in Northern Ireland.</p> <p>Please see link for comparison with other Council areas: https://www.daera-ni.gov.uk/articles/northern-ireland-local-authority-collected-municipal-waste-management-statistics </p>	Fully Achieved

(Un-validated figures until Nov 2018)

% OF HOUSEHOLD WASTE COLLECTED THAT IS SENT FOR RECYCLING (2017-18)

(SOURCE: DEPARTMENT OF AGRICULTURE,
ENVIRONMENT AND RURAL AFFAIRS)

*subject to update after final report



WASTE MANAGEMENT: THE AMOUNT OF BIODEGRADABLE WASTE THAT IS LANDFILLED (TONNES)

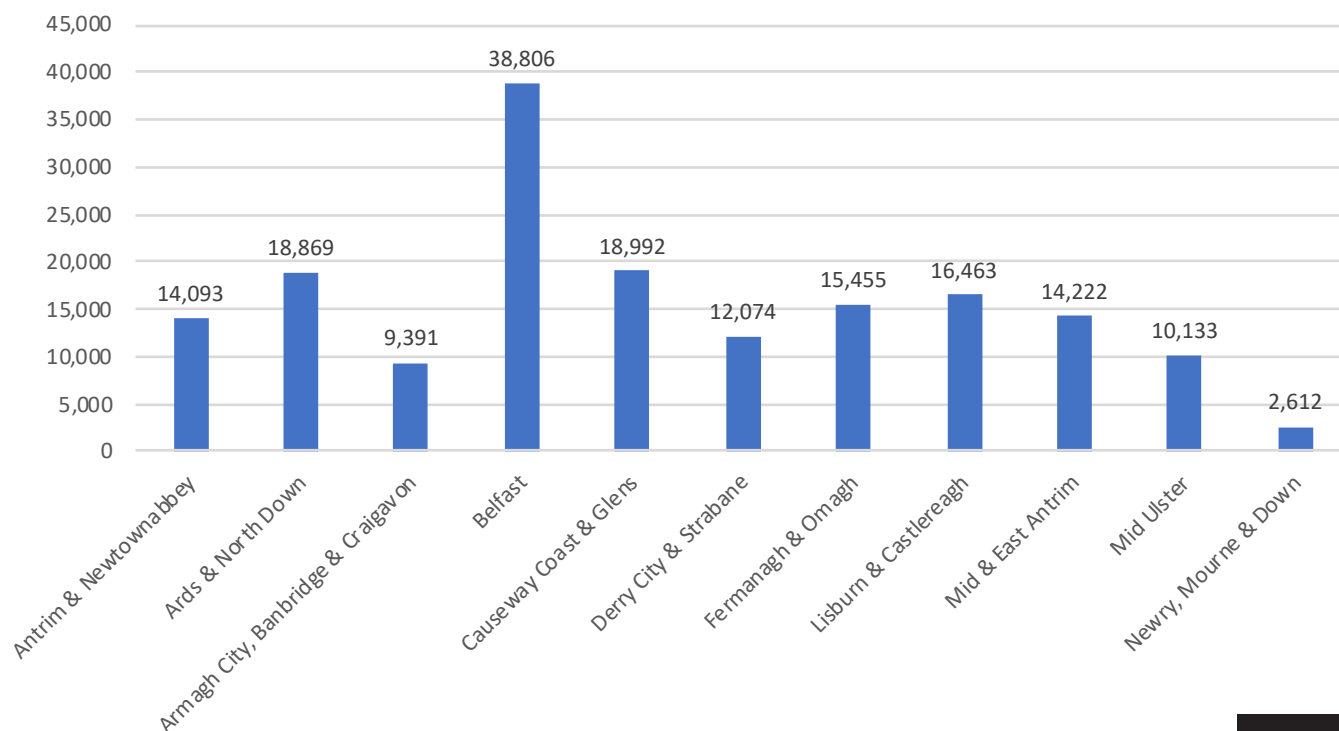
Standard to be met (annually)	2015 -16	2016-17	2017-18	What has been achieved	Status
Northern Ireland Landfill Allowance Scheme.	18,873 tonnes (Landfill allowance 21,148)	17,469 tonnes (Landfill allowance 20,058)	13,871 tonnes (Landfill allowance 18,968)	<p>The Council has landfilled 13,871 tonnes of biodegradable waste and used 73.1% of the landfill allowance.</p> <p>When compared with other Councils, Antrim and Newtownabbey is ranked seventh out of the 11 Councils. The Council's figure falls within the standard range across the Councils in Northern Ireland.</p> <p>Please see link for comparison with other Council areas: https://www.daera-ni.gov.uk/articles/northern-ireland-local-authority-collected-municipal-waste-management-statistics </p>	Fully Achieved

(Un-validated figures until Nov 2018)

BIODEGRADABLE WASTE SENT TO LANDFILL (TONNES) (2017-18)

(SOURCE: DEPARTMENT OF AGRICULTURE,
ENVIRONMENT AND RURAL AFFAIRS)

*subject to update after final report



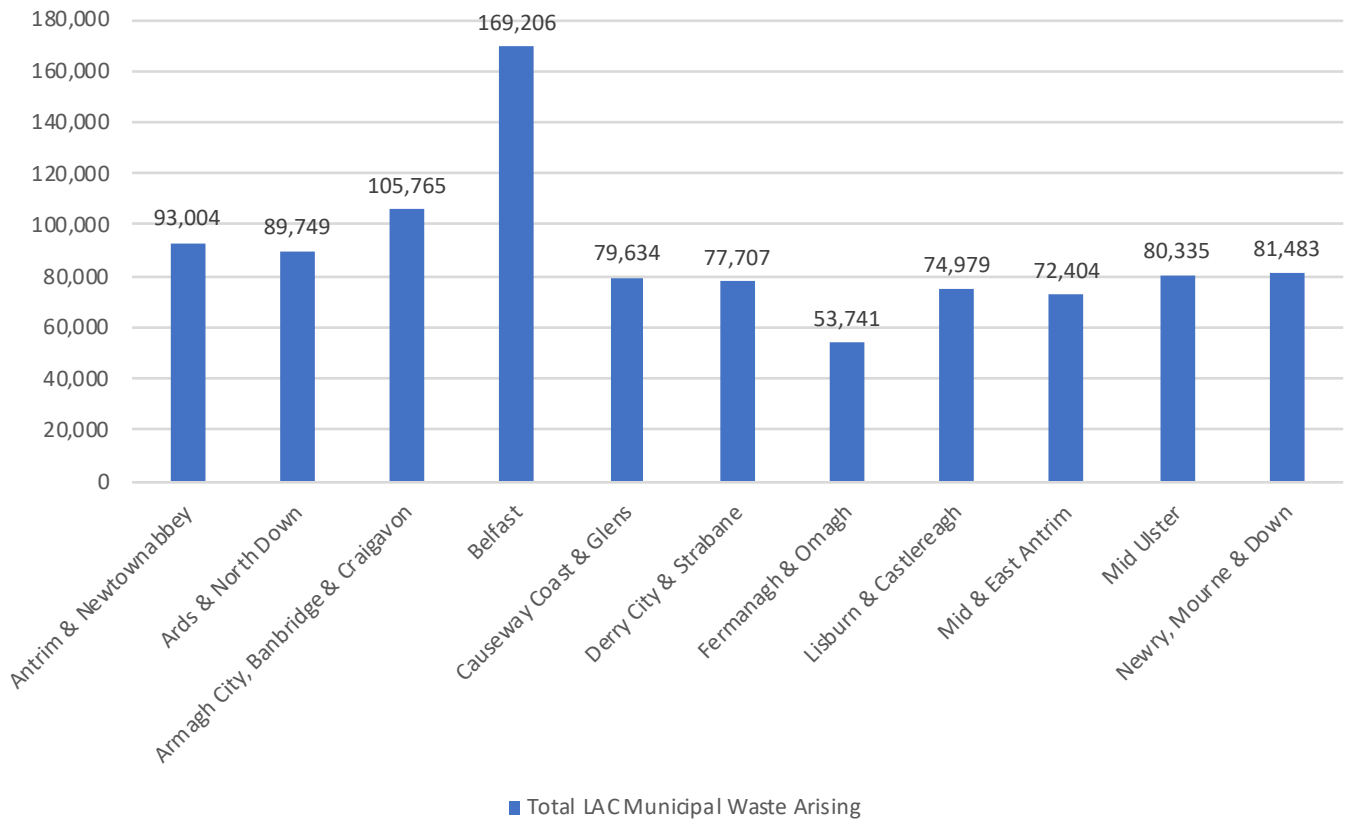
WASTE MANAGEMENT: THE AMOUNT MUNICIPAL WASTE ARISING (TONNES)

Standard to be met (annually)	2015 -16	2016-17	2017-18	What has been achieved	Status
In line with the Northern Ireland Landfill Allowance Scheme.	85, 057 tonnes	91,263 tonnes	93,004 tonnes	<p>93,004 tonnes of municipal waste was collected during 2017-18.</p> <p>This is an increase of 1,741 tonnes on the previous year.</p> <p>When compared with the Northern Ireland average, Antrim and Newtownabbey Borough Council collects on average more municipal waste than 8 other Councils – ranked third highest.</p> <p>Please see link for the 2017-18 performance comparison information with other Council areas:</p> <p>https://www.daera-ni.gov.uk/articles/northern-ireland-local-authority-collected-municipal-waste-management-statistics</p>	Fully Achieved

(Un-validated figures until Nov 2018)

MUNICIPAL WASTE ARISING (TONNES) (2017-18)

(SOURCE: DEPARTMENT OF AGRICULTURE,
ENVIRONMENT AND RURAL AFFAIRS)



SELF-IMPOSED INDICATORS AND STANDARDS

The Council has selected a number of self-imposed indicators and standards. This section of the report details how the Council performed against these self-imposed indicators and standards and a comparison against 2016-17.

Where practicable an illustration of how Antrim and Newtownabbey has performed in relation to other Northern Ireland Councils is shown.

SELF-IMPOSED INDICATORS AND STANDARDS

Indicator	2016-17	Standard to be Met 2017-18	2017-18	Status
Parks Service				
% Resident satisfaction with Council Parks and Open Spaces	62% - Satisfaction with Parks and Open Spaces.	>62%	72% - Resident Satisfaction with Parks and Open Spaces	Fully Achieved
Number of Green Flag Accreditation	13	14	14	Fully Achieved
Environmental Health				
Net cost of service per household excluding CEC	£12.74	≤£12.74	£12.30	Fully Achieved
Compliance with statutory Environmental Health regulations. 90% of planned work is completed within the relevant timeframe.	78% of planned work is completed within the relevant timeframe	90%	97.8% of planned work is completed within the relevant timeframe.	Fully Achieved
% of Major and Local Planning Applications processed within 15 days of receipt by Environmental Health	84.3% within 15 days of receipt (APSE)	85% within 15 days	74.3% within 15 days of receipt (APSE)	Substantially Achieved

Any shortfall is due to the complexity of the application process and the follow up information that is required (e.g. consultant's reports for Noise Impact Assessments, Contaminated Land etc.) before the final response can be compiled and uploaded onto the Planning Portal. Environmental Health have no control over the nature of the application and cannot predict the level of complexity.



SELF-IMPOSED INDICATORS AND STANDARDS

Indicator	2016-17	Standard to be Met 2017-18	2017-18	Status
Leisure Service				
Subsidy per Visit (Leisure Centres)	£3.63	≤£3.63	£3.05	Fully Achieved
Environmental Health				
Overnight stays in the Borough	672,929	693,089	727,596 (2017)	Substantially Achieved
Visitor spending in the Borough	£38.4m	£35m	£32.8m (2017)	Fully Achieved
<p>Tourism can be influenced by a number of factors. Airline routes, weather, the value of Sterling, and government initiatives can impact. High profile events will continue to be attracted to the Borough as well as 'home grown' events such as 'Enchanted Winter Garden'. A new strategic Directorate has been established which will focus on driving prosperity in the Borough through tourism, planning and economic development.</p>				
Arts and Culture				
Attendees at Enchanted Winter Wonderland	43,781	>45,000	60,071	Fully Achieved
Net cost of Arts and Culture Services per head of population	£14.56	≤£14.56	£13.92	Fully Achieved
Numbers attending theatre performances.	52,469	57,716	57,390	Achieved
Customer satisfaction with theatre performances.	4.61 out of 5	4.5	4.52 out of 5	Fully Achieved

SELF-IMPOSED INDICATORS AND STANDARDS

Indicator	2016-17	Standard to be Met 2017-18	2017-18	Status
Property and Building Services				
% of domestic full plan applications assessed with a substantive response sent within 21 days of validation.	70.35% (462 plans assessed)	70%	81.73% (405 plans assessed)	Fully Achieved
% of non-domestic full plan applications assessed with a substantive response sent within 35 days of validation.	93.13% (131 assessed)	90%	92.23% (103 assessed)	Fully Achieved
% of resubmissions with a substantive response within 14 days.	75% (645 resubmissions)	75%	87.62% (703 assessed)	Fully Achieved
Capital Development				
% of projects completed on the programme at construction award stage.	66%	70%	67%	Achieved
Project Budget: % of projects completed within the budget approved at construction stage.	89%	80%	89%	Fully Achieved



SELF-IMPOSED INDICATORS AND STANDARDS

Indicator	2016-17	Standard to be Met 2017-18	2017-18	Status
Community Planning				
Residents believe that Antrim and Newtownabbey is a safe place to live.	78%	78%	82%	Fully Achieved
Number of clients supported through an advice service	51,000	23,000	25,291 clients supported	Fully Achieved
Client satisfaction with advice service provision in the Borough	99%	99%	99%	Fully Achieved
Percentage of residents who state that community relations have improved	72%	>72%	Borough Life 51% Face-to-face 95%	Achieved

A number of positive Community Relations events were held during 2017-18 including: Shared Cultural Heritage Programme; Hate Crime programme; Cultural Awareness Programme; Leading Ladies event; Community Relations Week; Summer Intervention programme and a Bee Safe programme attracting 1066 participants from 35 schools.

Feedback from 'Face to Face' surveys at recent events (summer 2018) indicates that participants felt there were improvements in relationships across the Borough when asked 'Do you think relations are good across the Borough?'

To this end, it has been agreed that a more robust methodology to measure community relations is required, rather than a stand-alone survey in Borough Life. It is anticipated that a number of measures will be assessed during 2018-19 to provide a more comprehensive assessment of community relations in the Borough.

In addition, a Good Relations Strategy (incorporating a Good Relations Audit) was developed in 2017. The implementation of actions arising out of the Good Relations Action Plan and the associated Peace IV Local Action Plan will both seek to secure improvements in community relations.

SELF-IMPOSED INDICATORS AND STANDARDS

Indicator	2016-17	Standard to be Met 2017-18	2017-18	Status
Communications and Customer Service				
Number of consultations carried out (including surveys)	30 consultations with 5,074 participants	45	56 consultations with 5,090 participants	Fully Achieved
Number of customers who responded to customer consultations (including surveys)		3,000		
Social Media Engagement	Twitter - 5,703 Facebook - 2,408	Twitter - 8000 Facebook - 5000	Twitter - 6,828 Facebook - 10,259	Fully Achieved
Resident's satisfaction rating with the quality of information on the Council's website and digital services	57%	65%	68%	Fully Achieved
Number of website visits per head of population (rolling years)	778,558	856,413	911,586	Achieved
Number of complaints Number of compliments received	63 Complaints 348 Compliments	<63 >348	69 Complaints 204 Compliments	Substantially Achieved

This indicator has been reviewed and the number of complaints to be resolved within 10 working days will be measured going forward. We are satisfied that we are seeking the appropriate levels of feedback and sufficient service level action plans are in place to address customer feedback.

A review of the recording process for compliments is being undertaken to ensure the capture of compliments as it is believed they are under-reported.

SELF-IMPOSED INDICATORS AND STANDARDS

Indicator	2016-17	Standard to be Met 2017-18	2017-18	Status
Governance				
Number of Freedom of information responses responded to within the deadline.	97%	97%	94%	Achieved
% ratio insurance cases settled attributed to Council	39%	39%	26%	Fully Achieved
Emergency incidents - timeline from request received to opening of Rest Centre does not exceed 30 minutes	100%	100%	100%	Fully Achieved
% of drivers who attend annual driver awareness training	80%	85%	97%	Fully Achieved
All agendas, minutes and audios produced in line with Standing Orders	100%	100%	100%	Fully Achieved



OVERALL ASSESSMENT OF PERFORMANCE CORPORATE IMPROVEMENT PLAN 2017-18

Significant progress was made in 2017-18 to not only make arrangements to secure continuous improvement in the exercise of Council functions as required by the Act, but activities and associated programmes of work have also been completed to deliver improvements on how services are accessed and delivered throughout the Borough.

Arrangements to secure continuous improvement have been made and are embedded within the Council functions for the benefit of those receiving its services.

In term of an overall assessment against corporate improvement objectives the Council has achieved:

- **100% of corporate improvement objectives were either fully achieved/achieved or substantially achieved.**

The Council has made positive efforts to improve the cleanliness of the Borough with residents stating a 68% resident satisfaction (face-to-face survey) and the Council was ranked in the second quartile of the Cleaner Neighbourhoods Report, thus demonstrating a positive improvement on the previous year. Further work to improve the cleanliness of the Borough is continuing during 2018-19 including developing and implementing a Council monitoring scheme to grade the cleanliness of roads and streets across the Borough.

The Council has continued to make excellent progress in terms of recycling and reducing the amount of waste sent to landfill. During 2017-18 the Council has seen an increase from 47.6% to 53.1% (un-validated until November 2018) in terms the amount of waste collected that is sent for recycling, ranking us the second highest across other NI Councils.



A 70% customer satisfaction rating was achieved during 2017-18. This did not meet the planned increase, however the Council brought two additional services online and 68% of residents stated that they were very satisfied with the quality of information on the Council's website and digital services. This objective has been rolled forward to 2018-19.

The launch of the new leisure membership scheme and pricing policy has been very successful with an increase of 38.75% of paying members on the previous year. We will continue to invest in improving our leisure services to promote and encourage customers to use our leisure centres and thereby contribute to good health and well-being in the Borough.

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 succeeded in promoting 83 jobs and met the statutory target of 80 jobs promoted via the Business Start Up Programme. The Council however, fell short of its own target of 90 jobs promoted. This was in part due to a change in the arrangements for the delivery of the programme which were not in place until October 2017. The Council continues to deliver a wide range of economic development initiatives and programmes for existing and new businesses in the Borough.

Significant progress has been made during 2017-18 to increase the speed with which we pay suppliers. In terms of comparative performance against other NI Councils, Antrim and Newtownabbey ranked 2nd overall for invoices paid within 10 days and ranked 4th overall for invoices paid within 30 days.

Attendance continues to be closely managed with 53% of employees achieving 100% attendance. The number of days lost per employee was 11.88 days against a target of 14.36 days. We recognise that more work is required to increase staff attendance and maintain 100% staff attendance levels. This objective has been carried forward as an area for improvement in 2018-19.

In term of an overall assessment against statutory objectives the Council has achieved:

- **100% of statutory objectives are either fully achieved/achieved or substantially achieved.**

The Council has excelled in the delivery of its Statutory Performance Indicators during its third year as a new local authority for the benefit of the Borough. The Council promoted 83 jobs, exceeding the target set and has achieved the second highest recycling rate in NI. In terms of performance against our Planning targets, the Council was ranked 1st for the average processing times of enforcement cases concluded and ranked 2nd for the time taken to process local planning applications. The Council has improved its performance in relation to the processing of major planning applications, however did not meet the statutory target. From 2016/17 to 2017/18 the Councils performance improved significantly from an average of 73.6 weeks to 40 weeks. Going forward the Council will continue to refine its processes to ensure that it further increases its performance in this area. New measures have been introduced to prioritise and promote the efficient and timely processing of major planning applications, which contribute greatly to the ongoing economic success and jobs growth of the Borough

Considerable improvements have been made across all Council services. In 2017-18, 31 self-imposed indicators and standards were selected, achieving a success rate of:

- **100% of self-imposed indicators and standards are either fully achieved/achieved or substantially achieved.**

Some notable achievements were made in term of resident satisfaction with Parks and Open spaces (72%) and residents believing that Antrim and Newtownabbey is a safe place to live (82%). Other achievements include, significant increases in the number of recorded visits to the Council website, social media engagement and the number of consultation exercises carried out. In terms of our Arts and Cultural events, the Enchanted Winter Garden attracted an audience of just over 60,000.

These self-imposed indicators are carried forward into the 2018-18 Corporate Improvement Plan with robust 'standards to be achieved'.



HAVE YOUR SAY

The Council is committed to improving its services and is keen to hear from the community on what it has to say. We welcome your comments or suggestions at any time of the year. There are a number of ways in which to influence Council decision making.

You can get involved and participate in consultations being conducted by the Council, which can be accessed through the consultation hub on the Council's website - www.antrimandnewtownabbey.gov.uk

In addition meetings of the Council and its Committee are open to the public, with the exception of those times when sensitive or confidential issues need to be discussed. If you have any comments, would like any further information, or would like a copy of this document in an alternative format please contact us using the details below.

PERFORMANCE AND TRANSFORMATION TEAM

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