

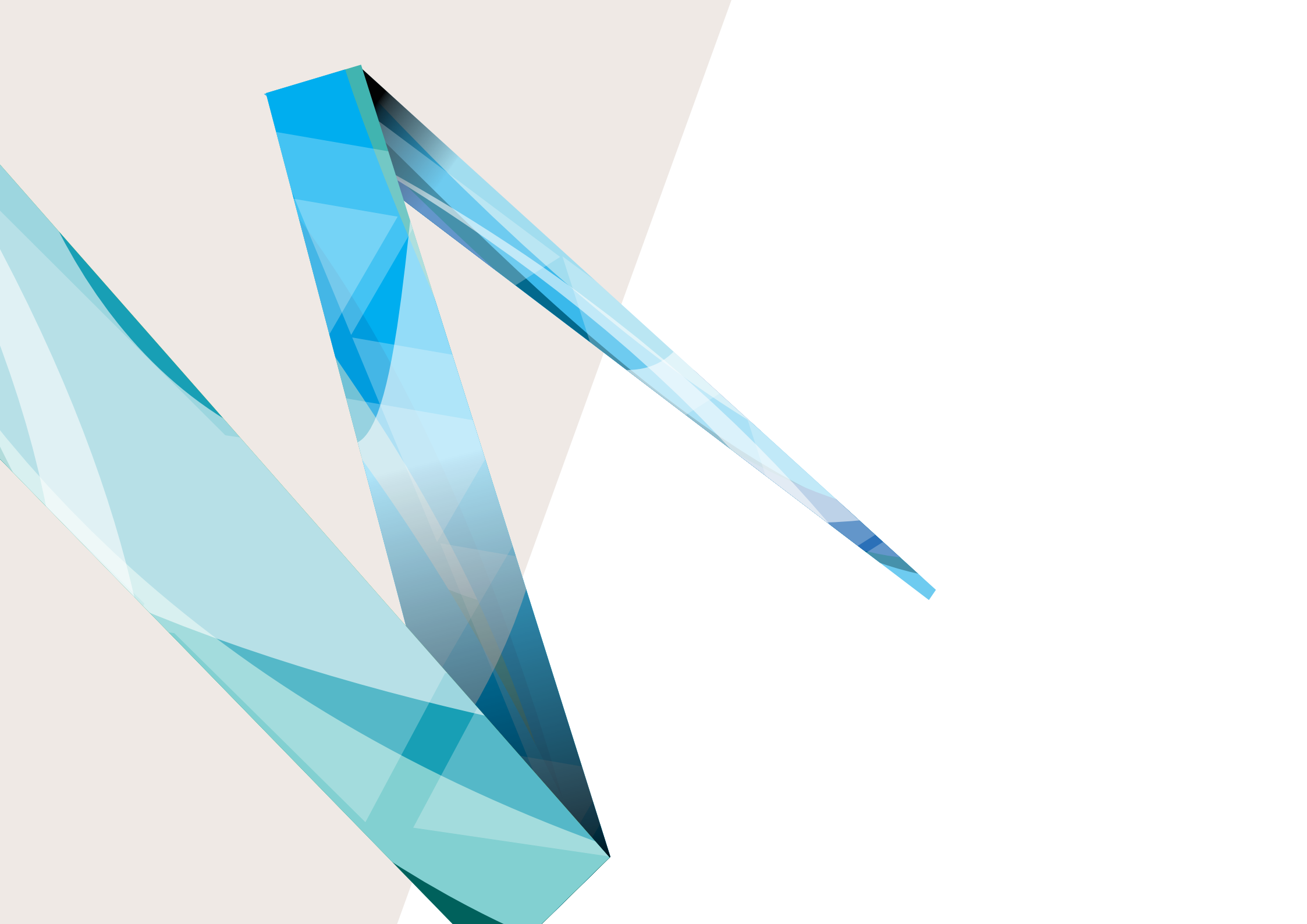


# Corporate Plan

Our Borough | Your Vision

# 2019-30







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# Foreword



*A progressive, smart  
and prosperous Borough.  
Inspired by our people.  
Driven by ambition.*



**ALDERMAN JOHN SMYTH**  
Mayor of Antrim and  
Newtownabbey Borough Council



**JACQUI DIXON** BSC MBA  
Chief Executive of Antrim and  
Newtownabbey Borough Council

## Welcome to Antrim and Newtownabbey Borough Council's Corporate Plan.

This Plan builds upon the work of the Council over the last four years and maintains our commitment to become a progressive, smart and prosperous Borough. We will continue to be inspired and driven by the ambition of our people to make this a reality. The Plan highlights our commitment to provide high quality, efficient and effective public services.

The Council's ambitions reflect our responsibilities to provide resilient and reliable leadership, to improve our environment and encourage and support economic growth and prosperity. We want to engage, empower and connect with local communities, improve the lifestyles of our residents and use new and innovative ways of connecting with and listening to our residents and visitors to ensure we are making a positive difference in the Borough. These ambitions are underpinned by a connected and enabled community, a culture of high performance and by ensuring the highest standard of governance.





# OUR VISION

A progressive, smart and prosperous Borough. Inspired by our people. Driven by ambition.

## PLACE

- People take pride in their surroundings.
- People feel safe.
- Our environment, natural habitats and built heritage are protected and enhanced.
- We have vibrant and welcoming towns, villages, neighbourhoods and rural areas.
- We have an efficient planning process that promotes positive development and sustainable growth.

## PEOPLE

- We deliver high quality Council services and improve access for people, communities and businesses in the Borough.
- 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 equity, diversity and respect.
- We communicate clearly with our residents, listen to their feedback and respond to their needs. Customers increasingly use the Council's digital platforms and can self-serve a wider range of council services.
- People choose to reuse or recycle their waste.
- We achieve excellence in customer and service quality standards and this will be recognised through accreditation schemes and awards.

## PROSPERITY

- We have a world class infrastructure which supports the expansion of indigenous businesses, attracts investment and supports productivity, exports and business growth and acts as a centre of excellence for global companies.
- We will identify and support entrepreneurs and have a strong competitive business advantage which sustains existing jobs and creates new employment opportunities.
- We have an attractive tourism offer and have maximised the benefits to our Borough.
- We have a strong arts and culture brand which enhances the image and reputation of the Council.

A connected, enabled community and performance driven Council.

The background of the slide features a photograph of students in a dining hall. On the left, a young woman with long dark hair is looking towards the camera. In the center, another young woman is looking slightly to the side. On the right, a young man is partially visible, looking towards the camera. The scene is set in a dining area with tables, white plates, and glasses. The overall lighting is warm and natural.

## Mission Statement

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





# Corporate





## 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.

## 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.

## 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.

## 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.

# Values

### Excellence

Proactive  
Modern  
Responsive  
Professional

### Integrity

Respect  
Honesty  
Fairness  
Consistency

### Commitment

Citizen centred  
High quality services  
Positive leadership  
Value for money

### Responsibility

Transparent  
Accountable  
Economic,  
Social and  
Environmental  
Sustainability



# Elected Members

## YOUR COUNCILLORS

May 2019

### KEY ABBREVIATIONS

DUP Democratic Unionist Party UUP Ulster Unionist Party  
IND Independent  
SDLP Social Democratic and Labour Party



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



**THOMAS BURNS**  
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**Antrim District Electoral Area (DEA)** covers Antrim Centre, Fountain Hill, Greystone, Springfarm, Steeple and Stiles and consists of 6 members.



**PAUL DUNLOP**  
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**NEIL KELLY**  
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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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**MICHAEL STEWART**  
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# Elected Members

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



**LINDA CLARKE**  
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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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**TAYLOR MCGRANN**  
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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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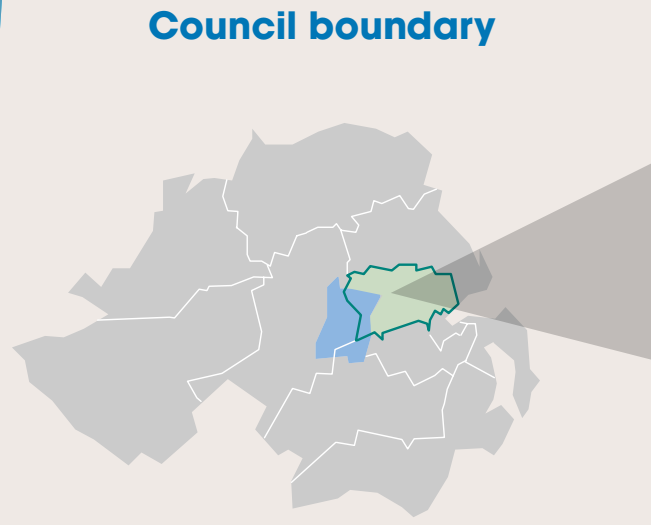
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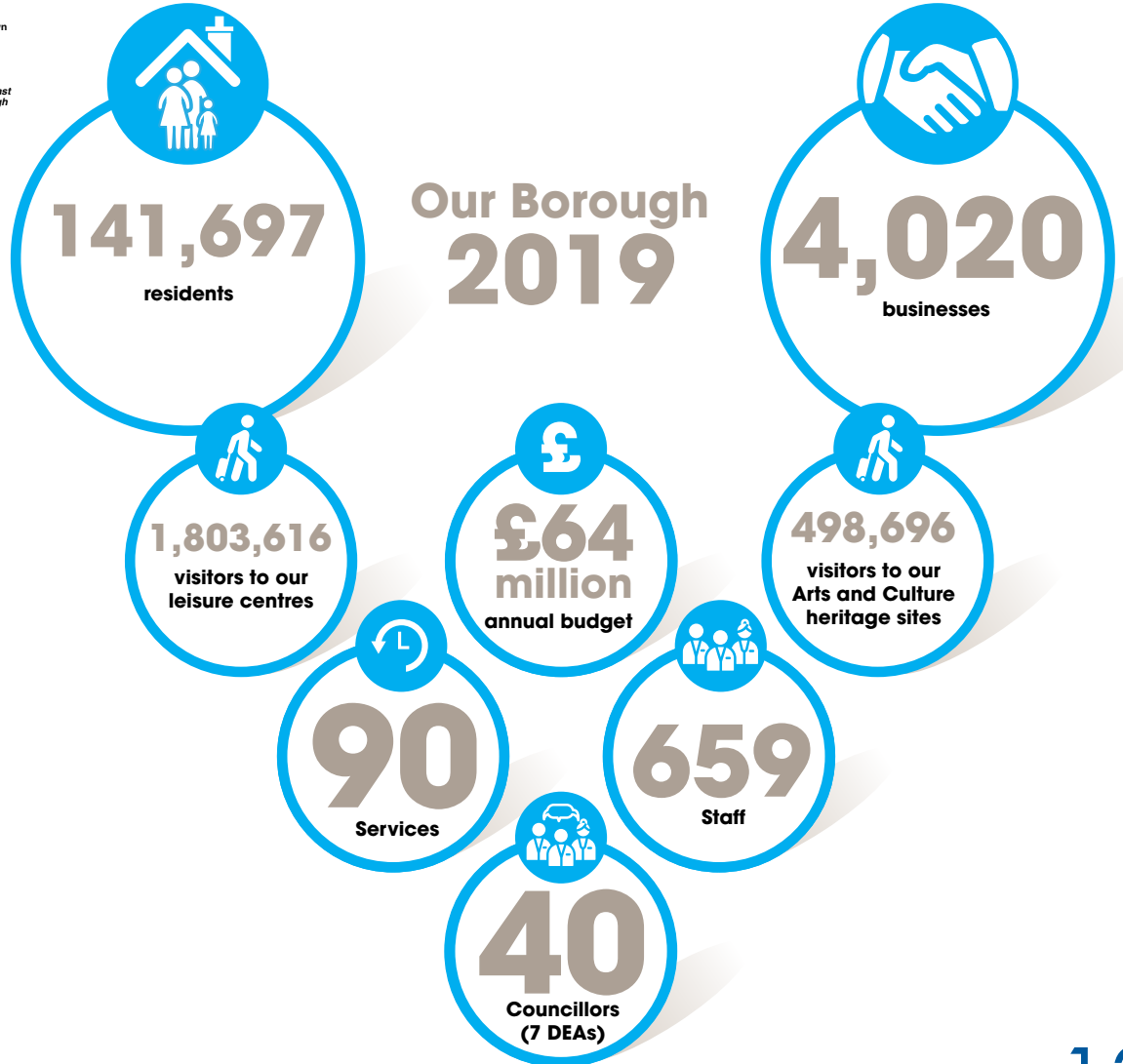
# Our Borough







- Map key
- New joint Council boundary
  - - - Legacy boundary





# Place





## Our commitment

As civic leaders, the community planning process and the development of a 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 infrastructure is enhanced to develop the Borough for future generations. The Local Development Plan will provide a framework for foreign direct investment, indigenous investment and future employment trends. It will incorporate measures for the protection and enhancement of the natural and historic environment. It will contribute to the creation of a safe and sustainable, community with good access to jobs and key services.

We will continue to develop the Borough so that people will want to visit, live and work in it, where they feel safe and where their local environment is protected and enhanced.

We will use the statutory powers of environmental health, building control and planning to improve the quality of life and health, safety and welfare of those living and working in the Borough.

We will support communities and empower residents to take responsibility for their environment so that people will be united by a strong sense of pride in their place.

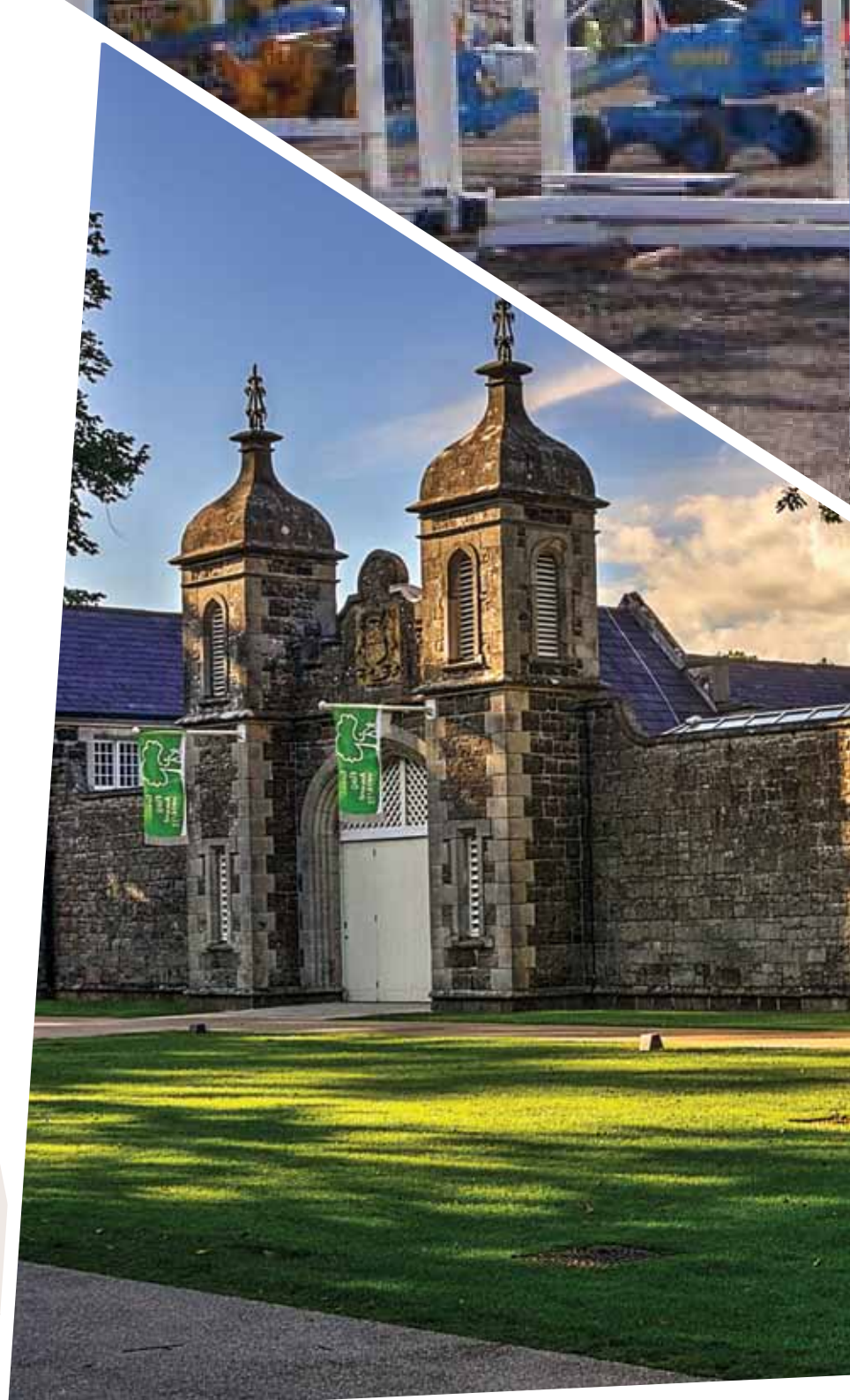
### We will have succeeded if:

- People take pride in their surroundings.
- People feel safe.
- Our environment, natural habitats and built heritage are protected and enhanced.
- We have vibrant and welcoming towns, villages, neighbourhoods, and rural areas.
- We have an efficient planning process that promotes positive development and sustainable growth.



## We will measure this by:

- Residents who feel proud in their surroundings.
- Usage of and satisfaction with Council parks and public spaces.
- Achievement of Green Flag Accreditation across Council sites.
- The level of street and environmental cleanliness (i.e. less graffiti, litter, dog fouling and fly-tipping).
- Performance in the Cleaner Neighbourhood's benchmarking report.
- Performance against the Council's quality management standards.
- The number of groups involved in enhancing and improving their 'Place'.
- Recognition and awards which demonstrate pride in our place.
- The number of Environmental Health interventions that promote and enforce safety.
- The number of building regulation inspections.
- Processing times for Building Control and Environmental Health services.
- Satisfaction with the provision of Building Control and Environmental Health services.
- People believing that Antrim and Newtownabbey is a safe place.
- A timely and effective response to emergency incidents.
- The development of a Local Biodiversity Action Plan.
- Performance in the NI Environmental Benchmarking Survey.
- The retention of the Environmental Management Standard ISO 14001.
- Monitoring and where possible reducing the level of CO2 emissions and energy consumption for Council facilities.
- Compliance with Energy Performance of Building Directive.
- The level of investment in regeneration projects for our towns, villages and neighbourhoods.
- The NIEA Protocol for the Care of the Government Historic Estate is used as best practice guidance in the management of Council owned heritage assets.







- Development of a Local Development Plan by 2019.
- The level of engagement and consultation around the Local Development Plan.
- The Local Development Plan enables economic growth and unlocks development opportunity to support tourism, entrepreneurship, innovation and employment.
- Processing times for Planning.
- The percentage of planning appeals allowed against the Authority's decision to refuse planning applications.
- The level of new housing development undertaken annually and ensuring an ample supply of land for housing development remains available.
- The level of uptake of economic development land and ensuring an ample supply of land remains available.
- Level of investment, jobs and rates income generated through planning.





# People



## Our commitment

To be an area where people choose to live, employers choose to locate and where residents enjoy a high quality of life. Through our leisure provision and other commitments we will continue to support initiatives to improve the health and well-being of our citizens. The Community Planning process will provide a vehicle for collaboration and we are committed to working with our partners to streamline service delivery and share resources.

A place where our people work together to encourage a culture of equity, diversity and respect. We will support and enrich the knowledge and skills of the community and voluntary sector to address disadvantage and promote opportunities.

Our customers remain our highest priority and we will continue to improve the way we interact with them. We are committed to offering responsive, accessible services, delivered in a consistent and high quality manner. We will strive to ensure more of our services are 'digital by default' so that customers can self-serve a range of council services at a time and place that suits them. At the same time we will ensure that the most vulnerable in our community can still access our services in a way that suits their individual needs.

We will continue to meet our recycling targets, promoting waste prevention and recycling and encouraging residents to take responsibility for managing their waste in a more sustainable way.

### We will have succeeded if:

- We deliver high quality Council services and improve access for people, communities and businesses in the Borough.
- 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 equity, diversity and respect.





- We communicate clearly with our residents, listen to their feedback and respond to their needs. Customers increasingly use the Council's digital platforms and can self-serve a wider range of council services.
- People choose to reuse or recycle their waste.
- We achieve excellence in customer and service quality standards and this will be recognised through accreditation schemes and awards.

### We will measure this by:

- Customer satisfaction with tourism, leisure, parks, community facilities and events.
- Level of engagement with residents.
- The number taking part in Council run health initiatives.
- Usage levels of tourism, leisure, parks and community facilities.
- Funding awarded through Council leisure, arts, community and culture grants.
- The value of referrals to the Affordable Warmth programme.
- Provision of sufficient burial space and appropriate alternatives. We have engaged with our community, partners and stakeholders to develop, deliver and review our Community Plan – "Love Living Here".
- The achievement of priority goals and outcomes identified in the Community Plan.
- Number of clients supported through an advice service.
- Client satisfaction with advice service provision in the Borough.
- Value of benefits available as a result of advice service provided.
- Numbers participating in consultations and community engagement exercises.







- Residents who state that relations are good and the community is welcoming.
- The number of services the Council provides for people with additional needs.
- Customer satisfaction with Council services.
- Customer satisfaction with how the Council communicates with them.
- Number of formal complaints and compliments received.
- Number of recorded visits (hits) to the Council's corporate website during year.
- Number of social media followers.
- Number of online transactions.
- Customer satisfaction with digital services.
- Number of online services available.
- The percentage and amount (tonnage) of municipal waste collected that is sent for recycling.
- The percentage and amount (tonnage) of municipal waste going to landfill.
- Customer satisfaction with the Council's Waste and Recycling Service.
- The number of Council Awards/Accreditations for which the Council has achieved or been shortlisted for.



DUNNES  
STORES

# Prosperity



## Our commitment

We will encourage and support economic growth in our Borough to create a vibrant and prosperous economy. We will support the start-up of more businesses, the expansion of indigenous businesses and attract investment through collaboration. We will deliver economic growth by promoting entrepreneurship, social enterprise, innovation and internationalisation and promote skills development to meet the future needs of local business.

We will make our Borough more attractive for our residents, investors and visitors through the investment in regeneration projects, maximising the tourism potential of our visitor attractions and arts and cultural offering. We will continue to build on the strengths of our area to achieve economic prosperity.

### We will have succeeded if:

- We have a world class infrastructure which supports the expansion of indigenous businesses, attracts investment and supports productivity, exports and business growth and acts as a centre of excellence for global companies.
- We will identify and support entrepreneurs and have a strong competitive business advantage which sustains existing jobs and creates new employment opportunities.
- We have an attractive tourism offer and have maximised the benefits to our Borough.
- We have a strong arts and culture brand which enhances the image and reputation of the Council.

Our leading-edge companies include:

**BOMBARDIER**

**RANDOX**



**CAPITA**





## We will measure this by:

- Number of people assisted into work from Council operated/funded employability and career development programmes.
- Number of businesses assisted to develop/expand their operations through Council operated/funded programmes.
- Number of jobs promoted through business start-up activity.
- Number of social enterprises developed.
- Levels of employment in the Borough.
- Level of Invest NI support in the Borough and number of inward investor visits supported by the Council.
- Property vacancy rates in key employment locations.
- Number of vat-registered businesses.
- Total amount of grant assistance offered through the NI Rural Development Programme (GROW) and associated jobs created.
- Our Borough attracts visitors from all over the world.
- The number of regional and international events attracted to our Borough.
- Accommodation occupancy rates.
- Visitor spending in the Borough.
- Usage of caravan parks and analysis of where visitors come from.
- Customer satisfaction with our caravan parks.
- Funding provided through grants and sponsorship for events.
- Satisfaction with Council run large scale events.
- Numbers attending theatre performances.
- Customer satisfaction with theatre performances and events.
- Numbers attending our Arts and Culture heritage sites.
- Overall satisfaction with Arts and Culture heritage sites.
- Income generated from conferencing facilities.











# Performance



## Our commitment

We will be a Council recognised for excellence in governance by using a best practice approach to accountable decision making supported by strategic planning. We want to ensure that as a Council we are financially sustainable and deliver value for money and so we will review and refine our services to ensure that they are being delivered in an efficient and effective way.

We aim to be a Council renowned for excellence in service delivery. We will do this by ensuring that our culture is constructive and supportive providing employees with opportunities to reach their potential whilst achieving community outcomes.

### We will have succeeded if:

- We are at the forefront of good governance. The Council's decision making process is conducted in an open and transparent manner.
- We are innovative and results focused, aiming to make the best use of resources available to us and ensure financial sustainability.
- We deliver savings and improvement programmes and embed lean processes to improve services.
- We promote and support the welfare of our staff.

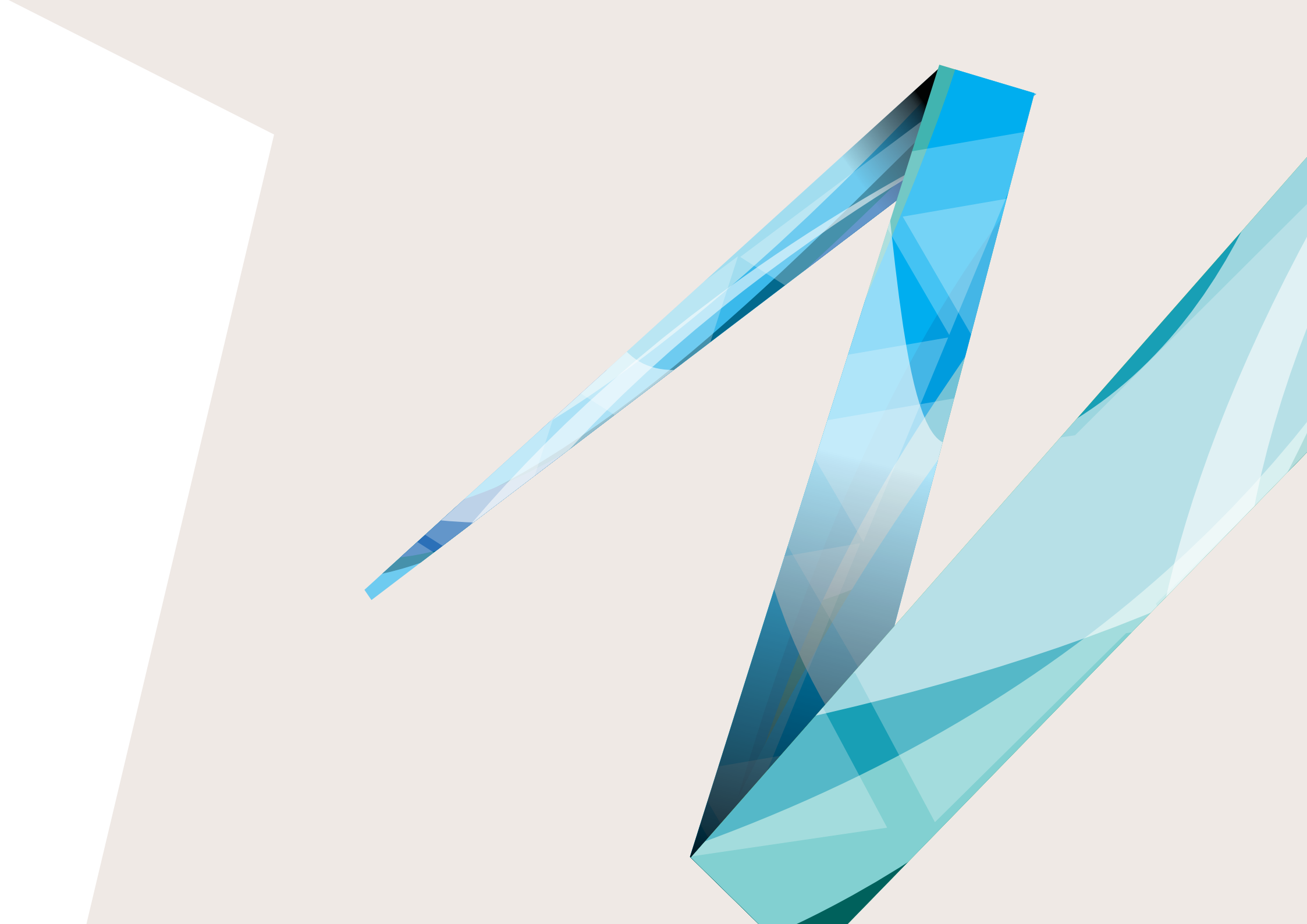
### We will measure this by:

- Our finances are managed in accordance with the requirements of all relevant legislation.
- Annual accounts and the performance improvement duty receive an unqualified audit opinion.
- The number of substantiated breaches by Councillors or employees of their respective Codes of Conduct.
- Achievement of governance accreditations.
- We have delivered services and controlled our net cost of service provision within the agreed annual budgets.
- Monitoring of payment timescales against 10 day and 30 day targets. Payment performance will be published quarterly.



- Benefits realised from improvement programmes across the Council.
- All employees participating in the Council's business planning and performance review and development scheme.
- Employee engagement levels.
- The number of Councillors and employees participating in training and days training.
- The number of Councillors and employees who receive professional development support.
- Satisfaction levels with development programmes delivered.
- Levels of staff absence and attendance.
- The continued development of policies to promote health, safety and well-being.
- The numbers attending Health and Wellbeing events.
- The number of major reportable health and safety incidents within the Council.









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