



Corporate Improvement Plan Annual Report on Performance 2019-20 Self-Assessment



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Foreword and Introduction

Welcome to Antrim and Newtownabbey Borough Council's Corporate Improvement Plan Annual Report on Performance for the year 2019-20.

This document 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. In particular, an assessment of the Council's:

1. Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste for 2019-20, including comparison and benchmarking.
2. Performance improvement objectives set out in the 2019-20 Corporate Improvement Plan.
3. Self-imposed indicators and standards for 2019-20.
4. Performance in relation to the 'General Duty' in discharging its responsibilities under Section 84, including an assessment of the effectiveness of the continuous improvement arrangements.
5. Performance as compared with previous financial years, and so far as is reasonably practicable that of previous financial years of other Councils.

This publication fulfils the statutory requirement under Part 12, Section 92 of the Act.

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 these achievements in order that we can look forward to a successful future together.

JACQUI DIXON BSC MBA

Chief Executive

General Duty of 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 2019-20 the Council set eight 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. And finally, we wished to ensure that users were satisfied with the capital developments the Council delivered.

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.

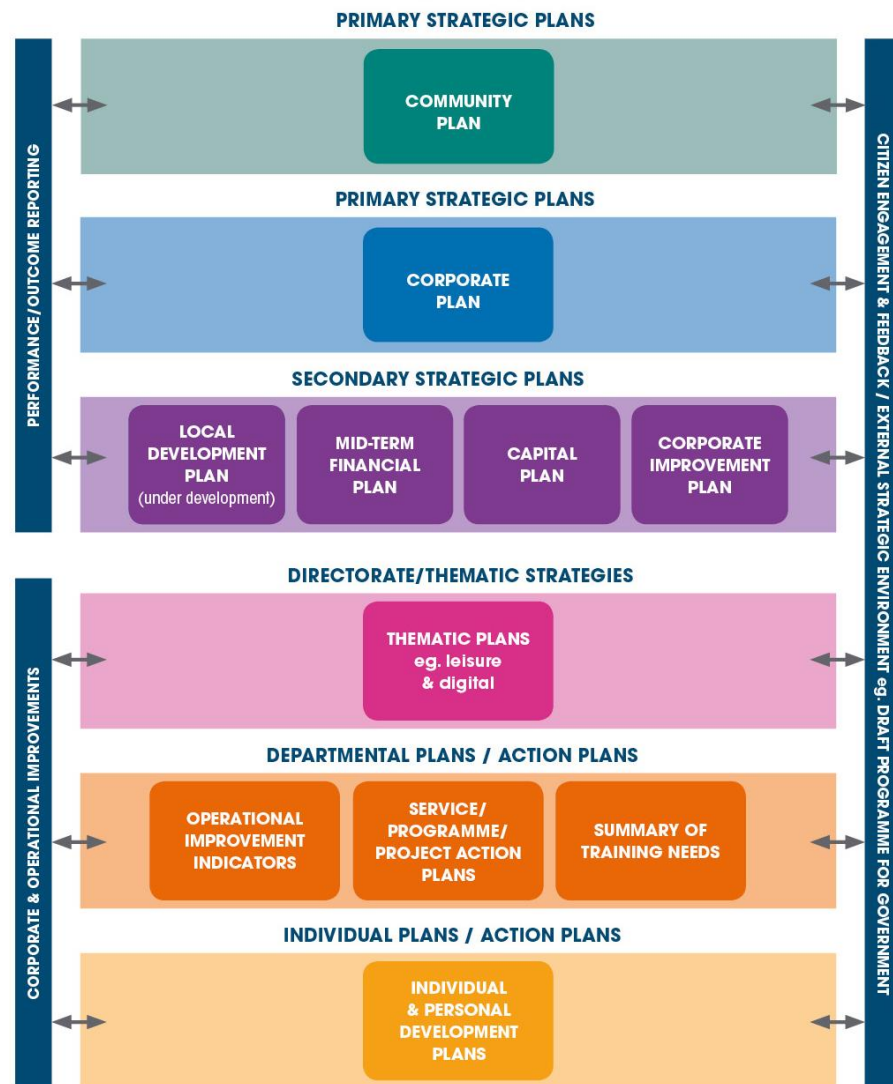
During 2019-20, the Council continued to strengthen and embed arrangements it has put in place to secure continuous improvement in the exercise of functions, in order to improve the quality of life for all local communities.

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.

Our Strategic Performance Framework, illustrates how the Council's strategic objectives are cascaded throughout the organisation.

The 2019-20 Performance Management Timetable (page 6), 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.





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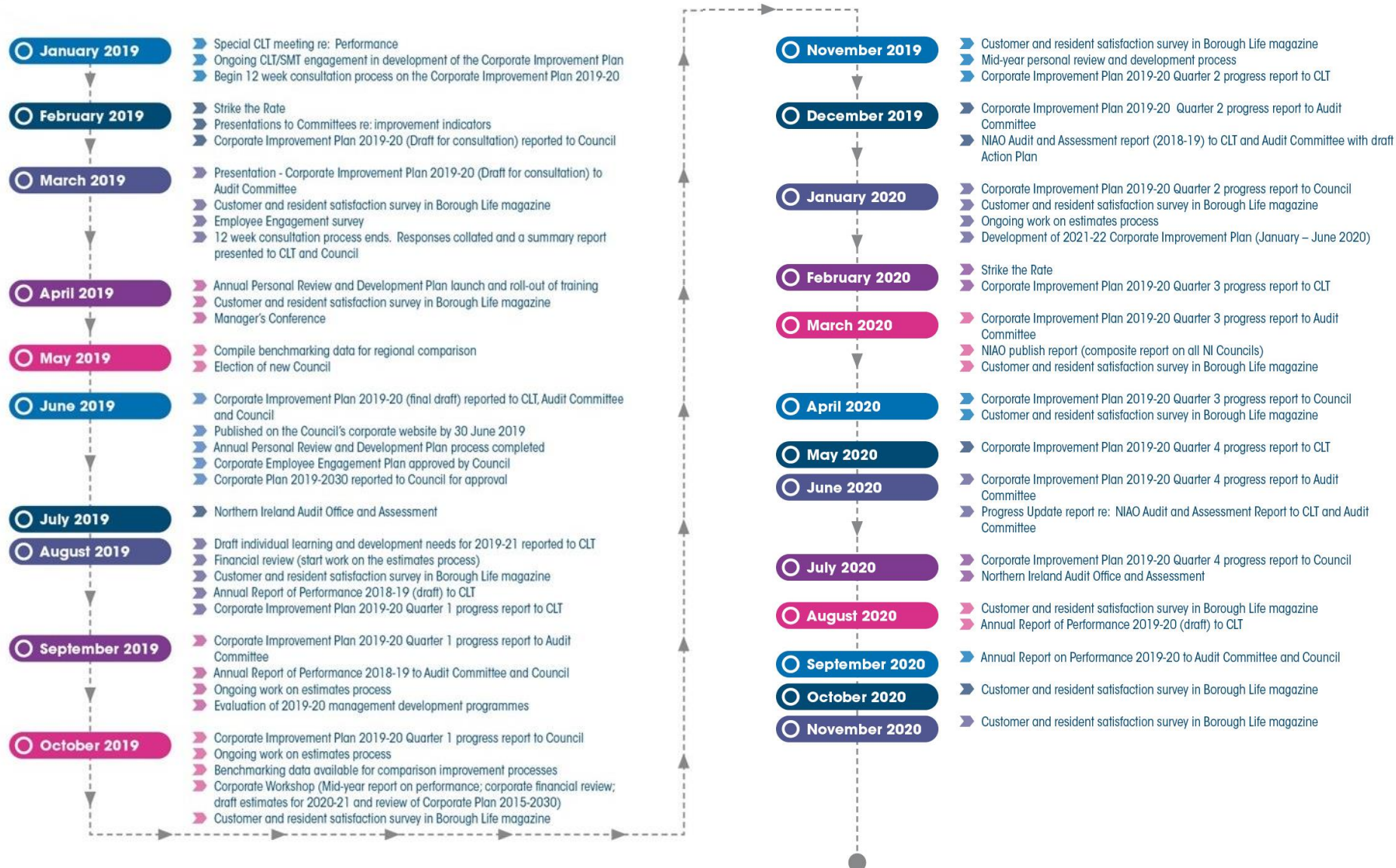
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Arrangements to Secure Continuous Improvement



Arrangements to Secure Continuous Improvement

The Council's Business Planning and Performance Management Framework drives and provides assurance that community planning outcomes, corporate priorities and performance improvement objectives are being delivered. The diagram on page 5 illustrates the alignment of the internal/external factors and processes in terms of performance management.

Governance arrangements are approved by the Audit Committee on an annual basis, ensuring a robust performance framework for the Council is in place. This ensures that commissioning, delivery, problem solving, and monitoring of identified improvement areas are achieved.

Over the past few years the Council has continued to implement and embed arrangements to secure continuous improvement, to include:

- Quarterly progress reports are submitted to the Corporate Leadership Team and the Audit Committee, for scrutiny and challenge, prior to a subsequent Council meeting for approval. Performance is reviewed using a range of quantitative and qualitative measures.
- The Council report on both the achievement of the Corporate Improvement Plan and the Corporate Plan annually.
- Operational improvement objectives and indicators are set for all service areas. These are reported quarterly to the Corporate Leadership Team.

- The Performance Improvement Policy has been adopted, providing the context for mainstreaming the Business Planning and Performance Management Framework across the organisation.
- The Council makes use of the performance management system's data (and other qualitative data), where available, to measure the performance of its functions which inform decision making in respect of improvement objective priorities.
- The Council has introduced data verification of a range of non-statutory performance indicators to ensure that they meet internal and external inspection standards to provide assurance that the information generated is robust.
- The Council commissions internal audit to undertake a review of different aspects of performance improvement on an annual basis. These have all been rated 'satisfactory'.
- The Council have embedded an electronic performance management system which holds baseline data and information for each of the improvement objectives and monitors the projects, contributing to the delivery of the improvement objectives. In addition it provides a measure how each of the Council functions are performing. This system provides a transparent evidence base for identifying those functions/services which would benefit most from improvement.

Arrangements to Secure Continuous Improvement (Continued)

- The Council uses the information it gathers about its improvement objectives, statutory and self-imposed indicators to compare its performance against other Councils.
- The Council uses a range of methods of benchmarking performance, including seeking out regional, national and international organisations with whom we can compare performance. In addition, the Council is a member of the Association of Public Service Excellence (APSE), including its Performance Network, which is a public sector benchmarking organisation. This assists the Council in improving our ability to compare our performance across a wide range of services and activities.
- The Council also use a wide range of awards, accreditations, organisational development frameworks, and best practice organisations to benchmark performance. These are outlined overleaf.

All these processes combine to ensure that we effectively manage performance and we take all possible steps to meet the General Duty placed on us to secure continuous improvement in the exercise of our functions.

The Annual Review of Governance and Proper Arrangements will be available on the Council's website alongside the audited accounts for 2019-20.

These documents illustrated no issues of concern in relation to the Council's service performance.

Arrangements to Secure Continuous Improvement (Continued)

The Council uses a range of methods of benchmarking in order to evaluate progress in achieving 'best in class' status as an organisation.

Some examples are as follows:

Benchmarking with sister Council in Gilbert, Arizona.

Association of Public Service Excellence – NI Benchmarking Project.

NILGA – Elected Members Masterclass – Benchmarking Masterclass for Elected Members.

Local Government Performance Working Group – Development of a Benchmarking Framework for Local Government.

Review websites – i.e. Tripadvisor, GoCampingNI.

Industry Bodies – i.e. UK Industry Performance Report - UK Construction Excellence organisation.

Department for Infrastructure – quarterly and annual planning reports.

Department of Agriculture, Environment and Rural Affairs – quarterly and annual waste and recycling reports.

Department for Communities – quarterly reports of prompt payments.

NISRA/Tourism NI – annual reports of overnight stays and expenditure.

Keep NI Beautiful – annual Cleaner Neighbourhoods Report.

NIAO – annual Local Government Auditor report.

QUEST – annual review of leisure centres.

Net Promoter Score – daily feedback from leisure members.

Choosing and Consulting on our Improvement Objectives 2019-20

The Council oversaw the development of the 2019-20 Corporate Improvement Plan, with oversight and scrutiny from the Audit Committee.

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 (draft).
- Ongoing consultation exercises and review of feedback (complaints/comments etc.) throughout the year.

Relevancy of Improvement Objectives

The Council ensures the relevancy of the improvement objectives through the quarterly reporting and review process at leadership, Committee and Council level.

In addition, regular update reports are provided to Committee, including customer/resident satisfaction results, performance data, feedback from consultation exercises, benchmarking/best practice events and feedback from awards and accreditation submissions.

This 'new' information will ensure that the Council are up-to-date and have an opportunity to reflect on the relevance of the objectives and that the best possible arrangements are in place to deliver the stated outcomes.

In addition, a strategic review of the arrangements and the progress towards completion of the agreed improvement objectives is undertaken at the annual Corporate Planning Workshop, attended by all Councillors and the Corporate Leadership Team



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Performance Audit

The Council's continuous improvement approach is subject to statutory external audit by the Northern Ireland Audit Office (NIAO).

Following the Performance Audit and Assessment in 2019-20, the Local Government Auditor stated: **"I am satisfied that the Council has discharged its statutory performance improvement reporting duties, and that it has acted in accordance with the legislation and guidance."**

The audit work undertaken considered both the 2019-20 performance improvement plan and the 2018-19 self-assessment report.

The Auditor further added: **"The Council delivered measureable improvements to services in 2018-19. Sufficient evidence was available for the Council to demonstrate a track record of improvement across a number of years."**

Within the report, the Local Government Auditor outlined one proposal for improvement concerning setting out defined terms of success to better assess the achievement of ones of its objectives. Doing so would assist the Council to meets its performance improvement responsibilities, and also to help to ensure that the work it does is transparent and meaningful to citizens.

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 (Draft for Consultation) 2019-20 was brought for Members' consideration in February 2019 and it was agreed to conduct a twelve-week consultation exercise to encourage feedback from our stakeholders. Section 75 and Rural Needs Impact Assessments were also completed for the 2019-20 Corporate Improvement Plan.

On 31 January 2019 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 on the Council's employee app 'iConnect'. In addition, officers emailed a copy of the Plan to all their key stakeholders for their comment and feedback.

The public consultation closed on 26th April 2019 and forty four responses were received. A summary of the consultation responses were reported to the Council meeting in May 2019.

Consultation

We will increase levels of household recycling and reduce the amount of waste sent to landfill.	95% of respondents considered this objective as appropriate for the Borough.
We will improve the level of cleanliness of the Borough.	95% 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.	91% per cent of respondents considered this objective as appropriate for the Borough.
We will encourage entrepreneurship across the Borough.	95% of respondents considered this objective as appropriate for the Borough.
We will increase the speed with which we pay suppliers.	93% 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.
We will improve the physical environment of the Borough	Added subsequent to consultation.

With such significant support for the seven proposed improvement indicators, the Council developed its 2019-20 Corporate Improvement Plan around them. A further objective was added, seeking to improve the physical environment of the Borough by recording satisfaction levels for the delivery of the capital development programme in 2019-20.

Self-Assessment of Improvement Objectives 2019-20

The Council's Improvement Plan is a strategic document and links to the priorities in the Community Plan and the Corporate Plan 2015-2030. Under each of the eight 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 eight 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.

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 explained below.

Fully Achieved	Results indicate everything is on track. Performance is moving in the correct direction or actions and measures have been achieved.
Achieved	Results indicate that actions/measures were very close to being achieved. Within 5% of target.
Substantially Achieved	Results indicate that actions/measures are mostly achieved with one or two falling marginally short of their targets. Within 15% of target.
Partially Achieved	Results indicate that some actions and measures were achieved. Within 30% of target.
Not Achieved	Results indicate that actions and measures were not achieved as planned.
Annual Target / Results Not Available	Results/actions are measured annually and will not be available until after Quarter 4, or information is not available, or in development.

Objective 1: 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 was this objective chosen?

The Council's annual budget for waste operations is approximately £12 million and therefore forms a significant part of the domestic rates bill. The Council achieved a household recycling rate of 56.1% in 2018-19 compared to 52.2% in 2017-18. A number of initiatives delivered during 2018-19 can be credited for the most recent improvement rates. For example, the completion of the roll-out of 12,000 Triple Stack bins (Wheelie Boxes) in the legacy Newtownabbey area and associated smaller general waste bins. In addition the 'No food waste in the black bin campaign' and an innovative social media promotion using leading vloggers to showcase the Council's recycling facilities and options were very effective.

The Council developed a funding bid for a significant investment in a glass collection service which was awaiting approval. It is expected that clarification will be received at the end of June 2019. The implementation of a glass collection service would improve recycling performance and also result in financial efficiencies as 'clean' waste has a higher re-sale value and glass is heavy and expensive to transport.

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. Triple Stack bins (Wheelie Boxes), blue and brown bins, and reducing the amount of municipal waste that is landfilled we would reduce costs. On average the cost of recycling is £50 per tonne, whereas to landfill a tonne of waste costs approximately £100.

We achieved our ambitious aim during 2018-19 to landfill less than 28,000 tonnes, with 23,522 tonnes resulting in significant savings.

Our vulnerable people would be supported to meet this objective through initiatives such as the 'Assisted Lift Service' and the medical waste collection service. In addition, the 'Language Line Service' supported residents with translation and interpretation.

Why we decided to keep this as an improvement objective for 2019-20.

We recognised that continuing to strive to increase the amount of waste that is recycled across the Borough is important for the environment and is financially advantageous. If we recycle 55% of our waste the Council will save £5m (circa) in landfill costs.

Objective 1: We will increase levels of household recycling and reduce the amount of waste sent to landfill

What we said we would do

1.1 We will commence a glass collection service in the Antrim area and introduce smaller 180L general waste bins.

1.2 Support these changes with an effective education and awareness campaign.

Progress to date

In October 2019, the Council decided to introduce a glass collection service in Antrim.

Council submitted a £4 million funding application to DAERA for the purchase of up to 15 vehicles and 20,000 wheelie box units and 180L black bins as part of a waste collection harmonisation programme for the Borough. If the funding application is successful, a Project Officer will be employed to assist with the implementation of the service by May 2021.

The Council has a robust 'award winning' education and awareness campaign of which recycling glass is an integral part of (Waste Communications Plan –January 2019).

A dedicated plan for glass will be implemented, when the new service commences.

Objective 1: We will increase levels of household recycling and reduce the amount of waste sent to landfill

How we said we would know if we have succeeded	Baseline Information as at 31 March 2019 (unless stated)	Current Position	Progress to date
CIP1 We recycle 55% of our household waste in 2019-20.	47% (2015-16) 48% (2016-17) 52.2% (2017-18) 56.1% (2018-19)	Quarter 4 saw 57.1%* of household waste recycled for the year to date. This is an unvalidated figure, with final confirmation due by November 2020.	Fully Achieved
CIP2 We landfill less than 27,500 tonnes (circa) of waste in 2019-20.	35,197 tonnes (2015-16) 33,311 tonnes (2016-17) 30,895 tonnes (2017-18) 23,522 tonnes (2018-19)	22,081 tonnes* of waste were sent to landfill during the year. This is an unvalidated figure, with final confirmation due by November 2020.	Fully Achieved

*Figures are unvalidated and based on uploaded data to DAERA. Subject to final verification.

Objective 2: 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 was this objective chosen?

Ensuring 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 £2m annually to keep the Borough clean.

The Council has utilised GIS technology to map its combi litter and dog fouling bin locations throughout the Borough which helps services respond positively to requests from the general public.

During 2018-19 the Council reviewed and put measures in place to improve our enforcement service to further tackle dog fouling and littering, 164 fixed penalty notices being issued for dog fouling and littering. This represented an increase of 152% from the previous year (2017-18: 65).

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

Engaging and supporting residents who want to make a difference to their neighbourhoods is an important priority for us and we continued our Support in Kind scheme. In 2018-19, the Council supported 53 groups in 62 community clean-ups with 2,359 volunteers involved.

Over the course of the year, a more robust consultation process was put in place to measure resident satisfaction with the level of cleanliness of the roads and streets across the Borough. A positive overall satisfaction rating of 70% was achieved in 2018-19 (2017-18: 43%). We continued to assess this satisfaction and respond to the feedback to deliver improvements.

Why we decided to keep this as an improvement objective for 2019-20.

We recognised that more work was required to achieve residents' satisfaction with the cleanliness of the Borough.

Objective 2: We will improve the level of cleanliness of the Borough

What we said we would do

2.1 Implement a cleanliness education campaign to prevent littering and dog fouling and to encourage the public to report litter and dog fouling incidents/hotspots.

2.2 Embed and roll out the Council's Street Cleansing Quality Management System.

Progress to date

The Council supported the **Live Here, Love Here** programme throughout the year, whilst also engaging in national and regional campaigns to promote engagement with residents on issues such as food waste recycling.

This included the Waste Education and Awareness Officer **delivering 48 community visits alongside 91 talks at schools.**

From 1 April 2019 to 31 March 2020, Enforcement teams have:

- Issued 102 Fixed Penalty Notices for littering/dog fouling;
- Placed 663 Litter/fouling signs;
- Carried out 2,906 Enforcement Patrols;
- Supplied over 420,000 Dog foul bags supplied to dog walkers;
- Observed 619 dog owners cleaning up after their dogs;
- Gave 10 presentations to community groups; and
- Delivered nearly 1,200 leaflets to properties in hotspot areas.

A bespoke street cleansing quality management system has been developed, which is integrated into the Council's digital platform. Further development of the system, and the processes for implementing it will continue during 2020-21.

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 31 March 2019 (unless stated)	Current Position	Progress to date
CIP3 Our residents report a 5% increase in satisfaction with the level of cleanliness of our Borough.	55% (2015-16) 43% Borough Life, 62% Face-to-face (2016-17) 39% Borough Life, 68% Face-to-face (2017-18) 63% Borough Life, 79% Face-to-face (2018-19)	The Have Your Say - Cleanliness of the Borough survey in Borough Life ran in October 2019 and achieved a 52% satisfaction.	Partially Achieved
CIP4 80% of roads and streets inspected are graded at a satisfactory standard.	New for 2019-20.	A bespoke street cleansing quality management system has been developed and implemented. Initial sampling (through testing) has indicated that over 93% of roads and streets surveyed were graded at a satisfactory level.	Substantially 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 was this objective chosen?

Providing excellent customer service is a fundamental part of everything we do and all the services we offer. We know that as consumers, there is an expectation to provide increasingly sophisticated levels of customer service. Customer expectation impacts on customer satisfaction. In 2018-19, we introduced a more robust method of measuring satisfaction and would continue to develop this. Overall satisfaction with Council Services' rose to 84% in 2018-19 (2017-18: 70%).

We committed to improving access to services, including providing training for staff (e.g. JAM Cards – Just a Minute), inclusive signage, inclusive play parks, changing and toilet facilities and reserved seating at events as well as dedicated sessions set aside at events for sign language. The Council also working toward the Autism Impact Award and is listed on the Access Able website whereby people can confirm the suitability of our sites for access and ease of use.

Over the past few years the Council has added to its online services with 27 now online (2017-18: 23). This has been reflected in the steady increase in the number of online transactions from 106,718 (2017-18) to 158,665 (2018-19). The Council aims to offer approximately 50 services online over the next 5 years.

In 2017-18, 75% of our customers were satisfied with digital services and this rose to 79% in 2018-19. To further explore the user experience we created a Digital Panel of residents.

The Council's new website launched in February 2019 and the Residents' App launched in September 2019. With demand for access to services through smartphones and tablets, the Council recognised the importance of making its services mobile, responsive and easy to use. We further facilitated access and participation for people with dyslexia, low literacy, English as a second language, and those with mild visual impairments via browsealoud on our website.

We are committed to providing quality customer service, and creating better opportunities to access Council information, services and support.

Our digital strategy supports this vision, and through the use of technology we aim to ensure business processes and customer transactions are devolved in a smarter, more agile way to enhance customer engagement and service excellence.

In addition we use a variety of communication mechanisms to promote recycling, the cleanliness of the Borough and promote the benefits of exercise for physical and mental health.



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Objective 3: We will increase overall customer satisfaction by using technology to increase accessibility to information and services

Why we decided to keep this as an improvement objective for 2019-20.

We wanted to communicate with our residents in a more relevant and targeted way based on their needs and preferences.

We wished to maintain or increase the percentage of overall resident satisfaction with Council services.

We recognised that customer service is vital to how we provide our services.

We wished to further build on the accessibility improvements gained through use of the new website and Residents' App.

We wanted to increase the number of services offered online.

We could optimise our service delivery by offering more end-to-end transactions to make them more streamlined.

Objective 3: We will increase overall customer satisfaction by using technology to increase accessibility to information and services

What we said we would do

Progress to date

3.1 Identify, scope and deliver digital developments to improve customer services.

The ANBorough App went live in September 2019 with 7,255 downloads by 31 March 2020.

The Digital Platform continued to expand throughout 2019-20, with residents able to interact with our Customer Services, Environmental Health, Parks and Waste teams.

37 digital services are available - a 37% increase achieved from 2018-19.

3.2 Increase accessibility and improve customer services and communication through the use of the Council's Residents' App.

In 2019-20 residents reported an **89%** satisfaction with overall Council services. In the Have Your Say – Digital Survey, January issue of Borough Life we received the following feedback on our communications with residents:

95% of respondents stated they were satisfied with the new ANBorough App.

88% satisfaction with our digital services.

97% satisfaction with the Council's website.

95% satisfaction with the Borough Life magazine.

Twitter and Instagram both received **100%** approval, and Facebook **98%**.

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 31 March 2019 (unless stated)	Current Position	Progress to date
CIP5 We have achieved at least an 85% overall satisfaction with Council services.	74% (2015-16) 70% (2016-17) 70% (2017-18) 84% (2018-19)	89% based on 22 surveys throughout the year where we asked respondents to rate their overall satisfaction with Council services.	Fully Achieved
CIP6 There is a 10% increase in the number of services provided digitally.	14 services (2015-16) 21 services (2016-17) 23 services (2017-18) 27 services (2018-19)	37 digital services are now available, with a 37% increase achieved from 2018-19.	Fully Achieved
CIP7 We have achieved at least 75% residents' satisfaction rating with the quality of information on the Council's website.	57% (2016-17) 68% (2017-18) 70% (2018-19)	97% satisfaction achieved.	Fully Achieved
CIP8 There are 5,000 downloads of the new Residents' App.	New Measure	The ANBorough App went live in September 2019 and has already been successful amongst our residents, with 7,255 downloads by the end of March 2020 .	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 was this objective been chosen?

The Council is dedicated to providing opportunities for people to improve their health and well-being continues to promote the MORE membership scheme. Council invested significantly in leisure centres to improve facilities and experiences for customers. In addition, investment in the necessary infrastructural schemes continued to ensure that facilities are sustainable into the future. In February 2019 work started on redesigning reception areas to improve the customer journey. New accessible changing to the Changing Places standard is also progressed and there is a planned programme to replace gym equipment. Continually improving customer service is of pivotal importance to the Council, and we introduced new customer satisfaction software measuring how likely customers are to recommend our services (Net Promoter Score). This real-time platform allows the Council to address customer concerns and feedback, meaning we can resolve issues quickly and encourage people to come back time and time again to use our facilities, and we achieved a 52% Net Promoter Score in 2018-19.

Why we decided to keep this as an improvement objective for 2019-20.

We recognised the important role leisure centres play in our society for both mental and physical well-being and we wished to build upon the success of our More Active Often memberships. The Council is committed to providing services which embrace inclusivity and diversity and programmes such as the Disability Sports Hub, MacMillan Move, and Everybody Active will continue to engage residents of all health backgrounds.

Our commitment to involving people all age groups, and particularly children, is evident in our popular Summer Schemes, where following feedback gained in 2018-19, we lowered the starting age, introduced a Breakfast Club and staged our first Inclusive Summer Scheme Camp. With the lowering of the minimum age of our fitness suites to 14, we worked harder in 2019-20 to engage children and teenagers in looking after their health and wellbeing.

Objective 4: We will increase the number of people who use our leisure centres

What we said we would do	Progress to date
4.1 We will use the feedback from Listen360 to improve customer satisfaction.	Listen 360 continues to be a valuable mechanism to measure customer satisfaction and during 2019-20 Council leisure centres received a Net Promoter Score of 53% (52% : 2018-19). Each leisure centre has their own dashboard to review responses and member loyalty on a daily basis. Managers engage with users directly via the system and aim to acknowledge and deal with any issues and follow up on suggestions within 3 days.
4.2 We will introduce online management of our swimming courses and make enrolment and payments easier.	Introduction of an online booking and management solution for swimming classes (launched in December 2019).
4.3 We will continue to roll-out a marketing campaign to increase awareness of the benefits of participation, what's on offer and its value for money.	An ongoing marketing campaign has proved very successful, with paying membership levels reaching 10,014 prior to the Covid-19 pandemic.

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 31 March 2019 (unless stated)	Current Position	Progress to date
CIP9 The number of visits to our leisure centres is in excess of 2.16 million.	1,023,296 (2015-16) 1,158,405 (2016-17) 1,333,900 (2017-18) 1,803,616 (2018-19)	A total of 2,194,952 visits were recorded in 2019-20.	Fully Achieved
CIP10 The number of people taking out leisure memberships will exceed 9,500.	4,778 (2015-16) 5,180 (2016-17) 7,178 (2017-18) 9,045 (2018-19)	Prior to the Covid-19 pandemic Council leisure memberships were 10,014.	Fully Achieved
CIP11 We will have achieved a Net Promoter Score greater than 50%.	52% (2018-19)	An overall Net Promoter Score of 53% was recorded for 2019-20. This is an industry recognised method of gauging customer relationships, with the UK leisure sector standard currently 32%.	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 was this objective 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 'Go for It' Programme to encourage and support our entrepreneurs within the Borough. Our entrepreneurial activity rate, however, is one of the lowest in Northern Ireland (4.2%), compared to a Northern Ireland rate of 6.7%*. The Council, therefore, sought to improve the Borough's entrepreneurial rate to help grow and sustain a strong prosperous economy. The Council works on an ongoing basis with businesses, universities, colleges, Invest NI and other relevant stakeholders. The Council will also support and mentor businesses in the Borough. The business-mentoring programme, established in 2018, provides specialist support with targets to attract 200 businesses and create 165 jobs over a 2.5-year period. To date 117 businesses in the Borough have received business mentoring support. An additional mentoring programme for 60 businesses focusing on procurement commenced in April 2019 and run for 3.5 years. Our current Programme for Government target to promote jobs within this programme is 80 and we created 105 jobs in 2018-19.

Why we decided to keep this as an improvement objective for 2019-20.

We carried this improvement forward as we recognised the importance of encouraging job creation in the Borough. Our ambition being to support a culture of entrepreneurship, which in turn would contribute to the quality of life of our citizens. This objective also linked to the new Economic Development Strategy being produced by the Council and the associated work to create a bold investment proposition.

Objective 5: We will encourage entrepreneurship across the Borough

What we said we would do	Progress to date
5.1 Deliver a high-quality support service to those interested in starting a new business.	<ol style="list-style-type: none"> 1. Delivery of the NI Business Start-Up Programme 2. Delivery of a business start-up bursary and Prince's Trust Development Awards 3. Delivery of the Council's Pilot Social Enterprise Programme and initial development of a follow on programme 4. Delivery of the Women in Business Women's Enterprise Challenge Programme <p>Results:</p> <ul style="list-style-type: none"> • Number of jobs promoted through business start-up activity: 106 • Number of social enterprises developed: 15 • Levels of employment in the Borough. 68,000 (76% rate) • Number of vat-registered businesses. 4,175
5.2 Deliver innovative measures to attract and support new employers and help them develop and grow.	<p>Investment proposition of key sites developed – 3 key leads developed and pursued for sites at Global Point and Doagh Road, Newtownabbey</p> <ol style="list-style-type: none"> 1. Investment Promotion materials developed 2. Developers Forum – preparatory work undertaken, first meeting to be scheduled with the Strategic Economic Development Working Group 3. MIPIM 2020 participation to promote key sites and attract investors 4. Referral process between Economic Development and Planning established to ensure that businesses/investors receive a 'joined up' package of support 5. Tailored support being developed to support an Invest NI Client in the ethical home working call handling industry 6. Delivery of tailored mentoring programmes including tender development programme "Bid to Win" and business mentoring and support via Council's Optimal Programme <p>Results:</p> <ul style="list-style-type: none"> • Number of businesses assisted to develop/expand their operations through Council operated/funded programmes. 176 • Number of people assisted into work from Council operated/funded employability and career development programmes. 114 • Level of Invest NI support in the Borough and number of inward investor visits supported by the Council. 127 offers comprising £5.2m.

Objective 5: We will encourage entrepreneurship across the Borough

What we said we would do	Progress to date
<p>5.2 Deliver innovative measures to attract and support new employers and help them develop and grow.</p>	<p>Results (continued):</p> <ul style="list-style-type: none"> Property vacancy rates in key employment locations. Average indicators informed using data from Antrim, Ballyclare, Crumlin, Glengormley and Randalstown Town Centres in January 20 records vacant and empty properties at 9.6%, derelict and abandoned properties at 2.3% and properties under construction at 0.1% NI Rural Development Programme (GROW) - £426,043 was offered to 11 businesses and 28 new jobs are projected to be created European Market Research Paper completed £110k investment across the Borough's 5 town centres to stimulate footfall and benefit businesses
<p>5.3 Deliver support and mentoring to established entrepreneurs in the Borough.</p>	<ol style="list-style-type: none"> Programme of activity to stimulate entrepreneurship including Global Entrepreneurship Week and local entrepreneurs network Administration of TRPSI Capital funding to rural businesses <p>Results:</p> <ul style="list-style-type: none"> Number of participants engaged in entrepreneurial activity: 926 young people took part in Global Entrepreneurship Week; 261 attendees across 14 business network events, 173 entrepreneurs undertaking Go for It business start programme; 44 female entrepreneurs engaged in Women in Business pre-enterprise programmes Number of businesses in receipt of TRPSI capital funding: 15 with a total grant award of £47,100 <p>Sectoral Development:</p> <ol style="list-style-type: none"> Logistics and Distribution action plan developed Near market visit to Cork for export potential companies prepared Gilbert Inward Investment Visit 2020 prepared <p>Results:</p> <ul style="list-style-type: none"> Delivery of LGV Pilot Driver Employment Programme with 10 participants

Objective 5: We will encourage entrepreneurship across the Borough

How we said we would know if we have succeeded	Baseline Information as at 31 March 2019 (unless stated)	Current Position	Progress to date
CIP12 We have promoted 95 jobs via the Go For It Programme.	89 (2015-16) 92 (2016-17) 83 (2017-18) 105 (2018-19)	106 jobs had been promoted by the end of quarter 4 2019-20, achieving: 112% of the Council target of 95 jobs and 133% of the statutory target , which is 80 jobs.	Fully Achieved
CIP13 We have achieved a 90% satisfaction rating from participants on the Go For It Programme.	87% (2018-19)	84% Satisfaction Rate recorded for the Go for It customer satisfaction survey in the Mid-Term Evaluation.	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 was this objective 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 continue to review its current processes to ensure that suppliers receive payments more quickly. During 2018-19, progress was made to improve performance within the 10 day target; however, the results indicate that we had not yet met the agreed targets.

	% Paid within 30 days	% Paid within 10 days
Prompt Payment average for 2015-16	73%	48%
Prompt Payment average for 2016-17	83%	50%
Prompt Payment average for 2017-18	86%	70%
Prompt Payment average for 2018-19	82%	64%
Ranking against other Northern Ireland Councils for 2018-19	10 th	4 th

Why we decided to keep this as an improvement objective for 2019-20.

We recognised that more work was required to achieve the targets set in relation to payment of invoices within 10 and 30 days. Improving our systems and processes to ensure the Council is consistently meeting its quarterly target is important to the Council and businesses within the Borough.

Objective 6: We will increase the speed with which we pay suppliers

What we said we would do

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

Progress to date

Performance relative to both the 10 day and 30 day targets have improved in each quarter over the year, with the **target of 90% paid being within 30 days achieved in quarter 4.**

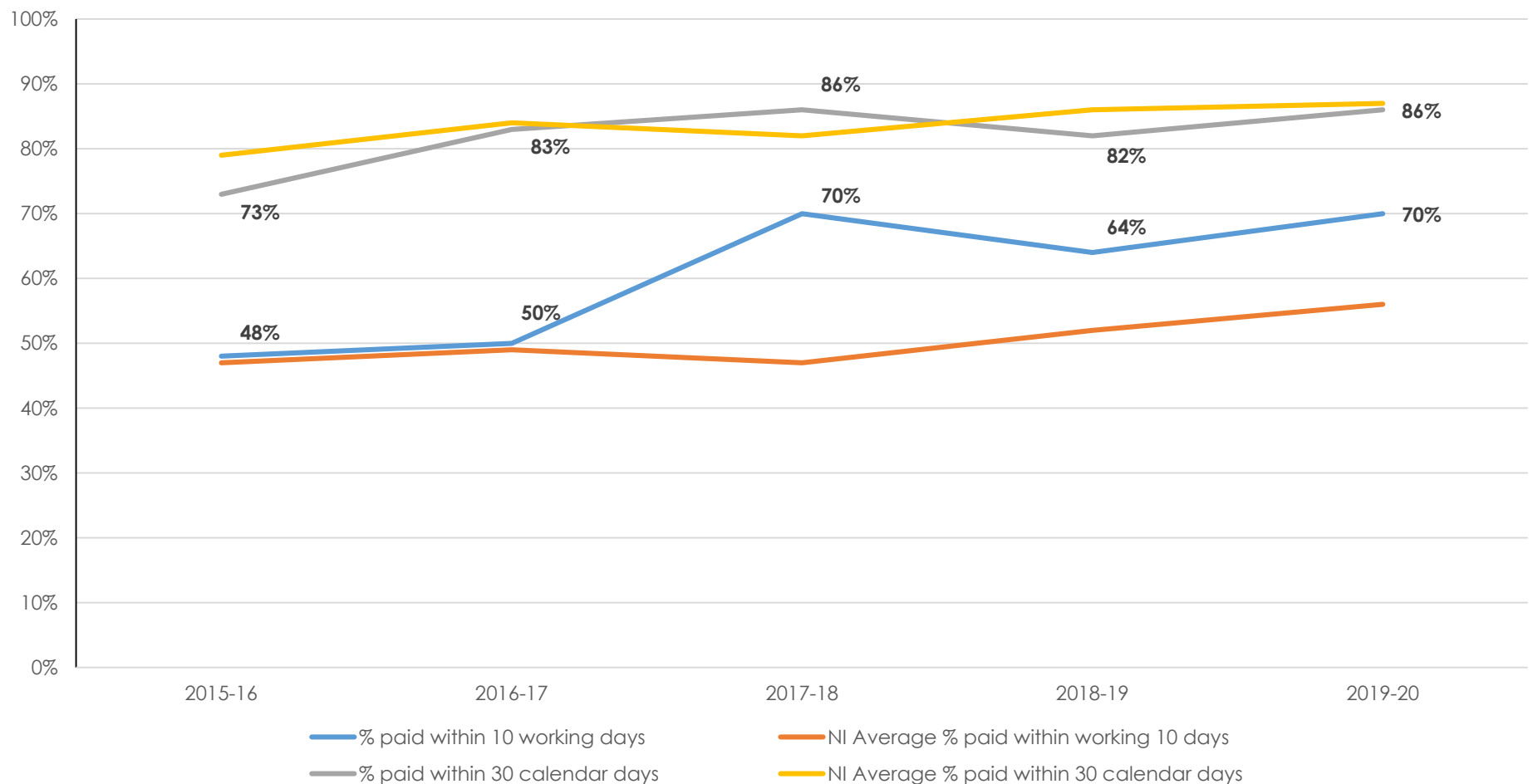
Finance continues to investigate processes that will assist in streamlining prompt payments. A trial period of increasing tolerance levels for automatically clearing invoices is being piloted to assess if this helps improve performance.

Systems are in place to proactively monitor and alert officers of any issues.

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 31 March 2019 (unless stated)	Current Position	Progress to date
CIP14 80% of invoices are paid within 10 working days.	48% (2015-16) 50% (2016-17) 70% (2017-18) 64% (2018-19)	70% of all invoices were paid within 10 working days.	Substantially Achieved
CIP15 90% of invoices are paid within 30 calendar days.	73% (2015-16) 83% (2016-17) 86% (2017-18) 82% (2018-19)	86% of all invoices were paid within 30 calendar days throughout 2019-20.	Achieved

Prompt Payment Performance 2015-20 : Comparison with other Northern Ireland Councils



Prompt Payment Performance 2015-20

% Paid within 10 working days

	2015-16	2016-17	2017-18	2018-19	2019-20
Antrim & Newtownabbey	48%	50%	70%	64%	70%
Ards & North Down	32%	47%	44%	62%	67%
Armagh City, Banbridge & Craigavon	12%	22%	17%	21%	19%
Belfast	72%	72%	67%	65%	75%
Causeway Coast & Glens	46%	44%	42%	42%	40%
Derry City & Strabane	35%	34%	44%	42%	45%
Fermanagh & Omagh	53%	53%	58%	80%	81%
Lisburn & Castlereagh	46%	43%	44%	59%	65%
Mid & East Antrim	59%	48%	34%	45%	50%
Mid Ulster	67%	84%	84%	83%	83%
Newry, Mourne & Down	9%	9%	8%	10%	17%
All Councils (average)	47%	49%	47%	52%	56%

Prompt Payment Performance 2015-20

% Paid within 30 calendar days

	2015-16	2016-17	2017-18	2018-19	2019-20
Antrim & Newtownabbey	73%	83%	86%	82%	86%
Ards & North Down	63%	82%	81%	90%	93%
Armagh City, Banbridge & Craigavon	71%	73%	60%	82%	67%
Belfast	84%	88%	88%	91%	93%
Causeway Coast & Glens	82%	85%	82%	82%	79%
Derry City & Strabane	76%	75%	82%	77%	81%
Fermanagh & Omagh	83%	87%	87%	94%	94%
Lisburn & Castlereagh	85%	81%	76%	85%	91%
Mid & East Antrim	87%	88%	84%	83%	86%
Mid Ulster	99%	99%	98%	94%	94%
Newry, Mourne & Down	66%	86%	86%	91%	90%
All Councils (average)	79%	84%	82%	86%	87%

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 was this objective chosen?

As an organisation we are committed to the delivery of service excellence and are constantly striving to achieve better outcomes for our citizens. Creating an environment where employees feel valued, empowered and connected is at the heart of the Council's Employee Engagement and Well-being Strategy. Since the establishment of the Council, a proactive approach to managing attendance has been adopted.

This contributed to the overall health and well-being of our Borough, as on average 65% of our employees reside in the Borough. The Council also provides support for employees depending on their needs and provides individual adjustments to improve access to their service. The Council set a target of 13 average number of days lost per employee for 2018-19 target, with the year finishing at 13.73 days (a number of long term absence cases had ongoing grievance and/or discipline issues that were also being progressed to conclusion).

We continued to work collaboratively to manage absence closely, review procedures and make improvements where appropriate. Through employee engagement, recognition and well-being initiatives, we encouraged staff to focus on their own health and maintain 100% staff attendance levels. An overall target of 53% was set for 2018-19 and we achieved 57%.

Why we decided to keep this as an improvement objective for 2019-20.

We recognised that more work is required to increase staff attendance and maintain 100% staff attendance levels.

Objective 7: We will increase staff attendance levels across the Council

What we said we would do

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

Progress to date

We continued to manage absence closely throughout 2019-20, and provided our employees with many supportive interventions to enable their return to work, for example:

- 24/7 wellness support hub available through Inspire
- Free confidential 24/7 counselling services
- Referrals to occupational health, physiotherapy
- Phased returns
- Wellness Recovery Action Plans, promotion of the Regional Recovery College Courses through the Northern Trust
- Flu jabs offered to staff (100 staff availed of this)
- Alternative work options (in some cases)
- 37 Mental Health Champions trained including 7 Elected Members

We also continued to provide free health checks for employees and worked with relevant agencies to promote health benefits.

The Council was shortlisted in the Best Health & Wellbeing Initiative category in the 2019 Chartered Institute of Personnel and Development (NI and national) Award and was awarded Highly Commended in the NI Awards.

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 31 March 2019 (unless stated)	Current Position	Progress to date
CIP16 The average number of days lost per employee will not exceed 13 days.	12.12 days (2015-16) 14.36 days (2016-17) 11.88 days (2017-18) 13.73 days (2018-19)	12.41 days were lost per employee (on average) by the end of the fourth quarter of 2019-20.	Fully Achieved
CIP17 We have maintained 100% staff attendance levels.	48% (400 staff) (2015-16) 53% (421 staff) (2016-17) 53% (424 staff) (2017-18) 57% (464 staff) (2018-19)	59% of staff had 100% attendance records by the end of March 2020.	Fully Achieved

Objective 8: We will improve the physical environment of the Borough

Which of the 7 statutory aspects of improvement will this objective aim to deliver against?

Service Quality; Service Availability; Fairness and Sustainability.

Associated community plan framework outcome.

"Our citizens benefit from economic prosperity."

Associated corporate plan 2015-2030 objective.

"We have an attractive tourism offer and have maximised the benefits to our Borough."

Why was this objective chosen?

As a Council we are forward-thinking, striving for excellence and to deliver value for money for our residents while making the most of the opportunities for economic growth in our Borough.

We aim to create an environment that is attractive to new investment, where people take pride in their surroundings as well as improving Council facilities and enhancing Council services.

Ensuring that we are delivering our capital development programme, evaluating progress and monitoring the benefits realised is important to the Council, our residents and end users.

Objective 8: We will improve the physical environment of the Borough

What we said we would do

8.1 We will roll-out a capital development programme to improve the environment, support service delivery, encourage tourism and investment and drive forward regeneration.

Where possible the delivery of our capital investment programme will be delivered via partnership working. We will develop and implement systems to assess the effectiveness and efficiency of capital project delivery and benefits realisation with a view to setting benchmarks for performance improvement.

Progress to date

Work continued on the delivery of the capital development programme, with the roll-out of **£7 million of new projects throughout 2019-20.**

Systems were continuously reviewed to ensure the efficiency and effectiveness of capital project delivery and to minimise the risk to the Council.

15 projects were completed, with 14 within budget, and 11 of the 15 were completed on programme.

Four projects were supported by external stake holder funding.

Objective 8: We will improve the physical environment of the Borough

How we said we would know if we have succeeded	Baseline Information as at 31 March 2019 (unless stated)	Current Position	Progress to date
CIP18 We have achieved at least a 75% overall end user satisfaction rating with the capital development programme.	84% (2018-19)	92.5% overall end user satisfaction with capital development programme.	Fully Achieved



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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 2019-20 and how Antrim and Newtownabbey has performed in relation to other Northern Ireland Councils.

ECONOMIC DEVELOPMENT: The number of jobs promoted through business start-up activity

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	What has been achieved	Status
80	89 111% target	92 115% target NI average 141% target	83 104% target NI average 108% target	105 131% target NI average 111% target	106* 133% target NI Average 106%* target	<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 reports monthly to Councils on progress re: performance levels and targets at each Council level.</p> <p>The Antrim and Newtownabbey area has exceeded this target, see overleaf for comparison with other Council areas.</p>	Fully Achieved

*Final figures for jobs for each council against target, for Councils 2019-20, are in draft only and details of verification by Lisburn and Castlereagh City Council will follow in August 2020.

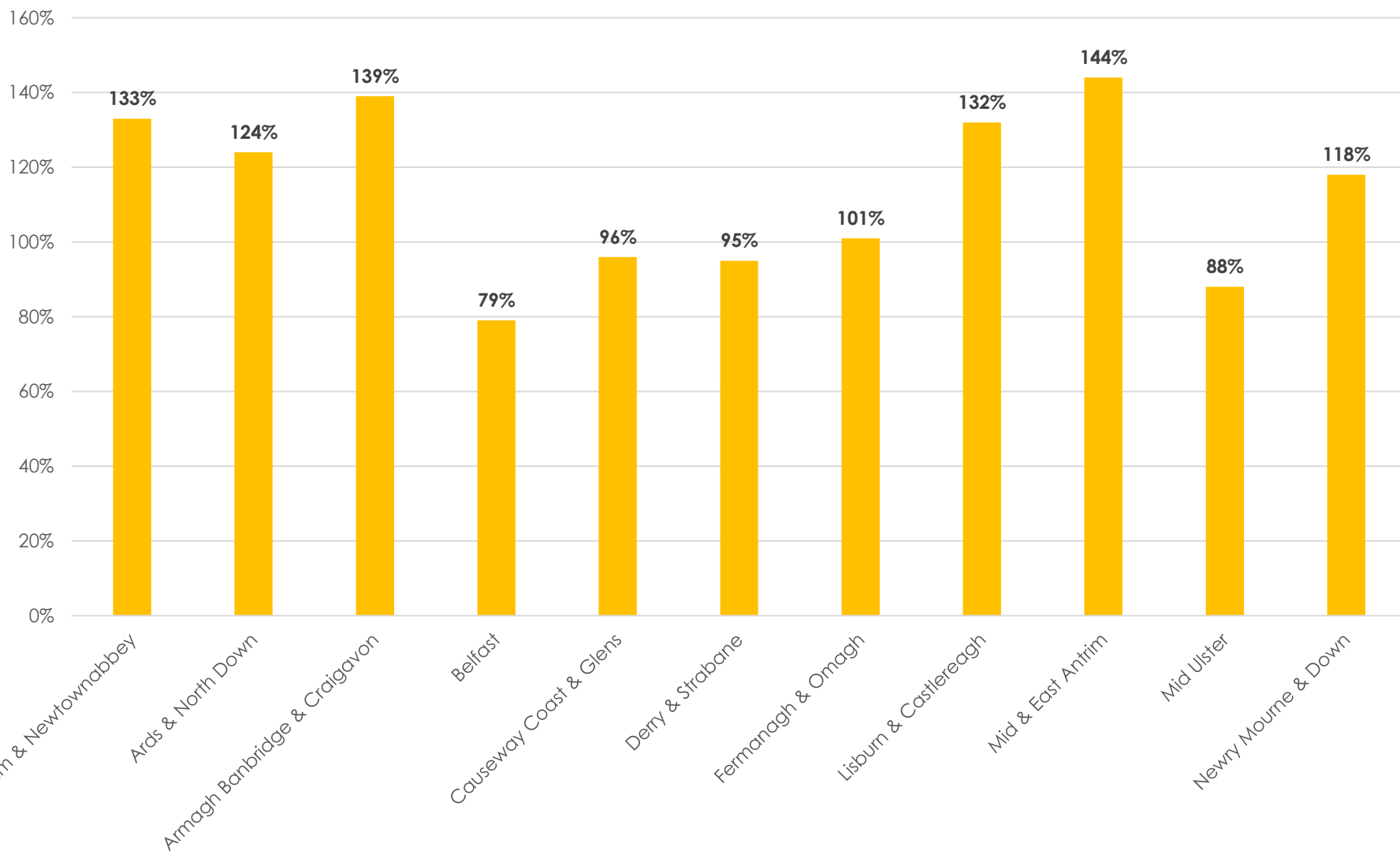
[Foreword & Introduction](#)[Performance Improvement](#)[Improvement Objectives 1 - 8](#)[Statutory Performance](#)[Indicators & Standards](#)[Overall Assessment](#)[Corporate Plan Performance](#)[Have Your Say](#)

Jobs Promoted (Go For It / NIBSUP) & % of statutory target

	2015-16		2016-17		2017-18		2018-19		2019-20	
Antrim & Newtownabbey	89	111%	92	116%	83	103%	105	131%	106	133%
Ards & North Down	103	121%	135	159%	92	108%	111	131%	105	124%
Armagh City, Banbridge & Craigavon	211	128%	233	141%	185	112%	221	134%	229	139%
Belfast	391	120%	380	117%	249	77%	264	81%	258	79%
Causeway Coast & Glens	182	146%	209	167%	185	148%	142	114%	120	96%
Derry City & Strabane	178	127%	171	122%	139	99%	139	99%	133	95%
Fermanagh & Omagh	219	129%	265	156%	193	113%	170	100%	171	101%
Lisburn & Castlereagh	76	89%	164	193%	96	113%	140	165%	112	132%
Mid & East Antrim	122	144%	193	227%	140	165%	124	145%	122	144%
Mid Ulster	250	119%	257	122%	223	106%	204	97%	185	88%
Newry, Mourne & Down	214	138%	192	124%	168	109%	184	119%	183	118%
All Councils (total)	2,034	125%	2,290	141%	1,752	108%	1,805	111%	1,725	106%

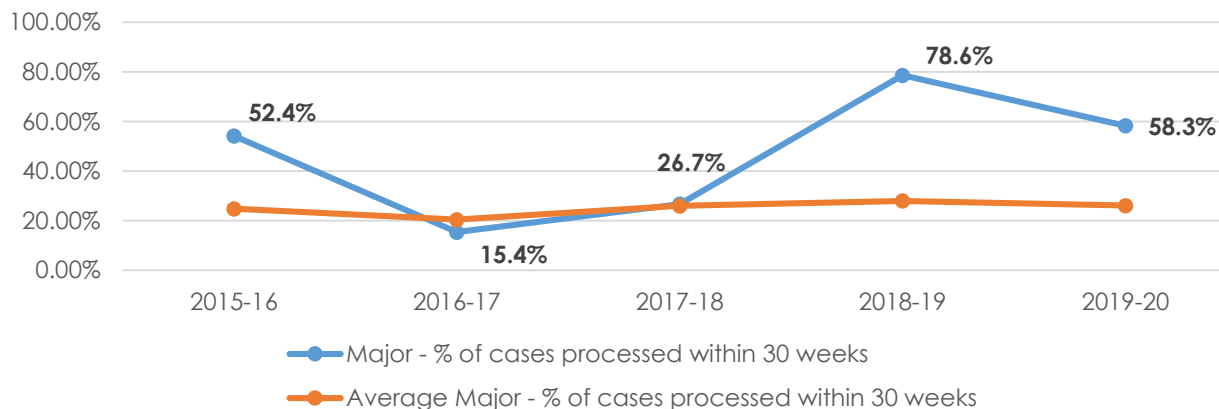
Source: Business dashboards, validated by Lisburn & Castlereagh City Council. 2019-20 figures due to be validated in August 2020.

The number of Jobs Promoted through Business – as a percentage of target 2019-20

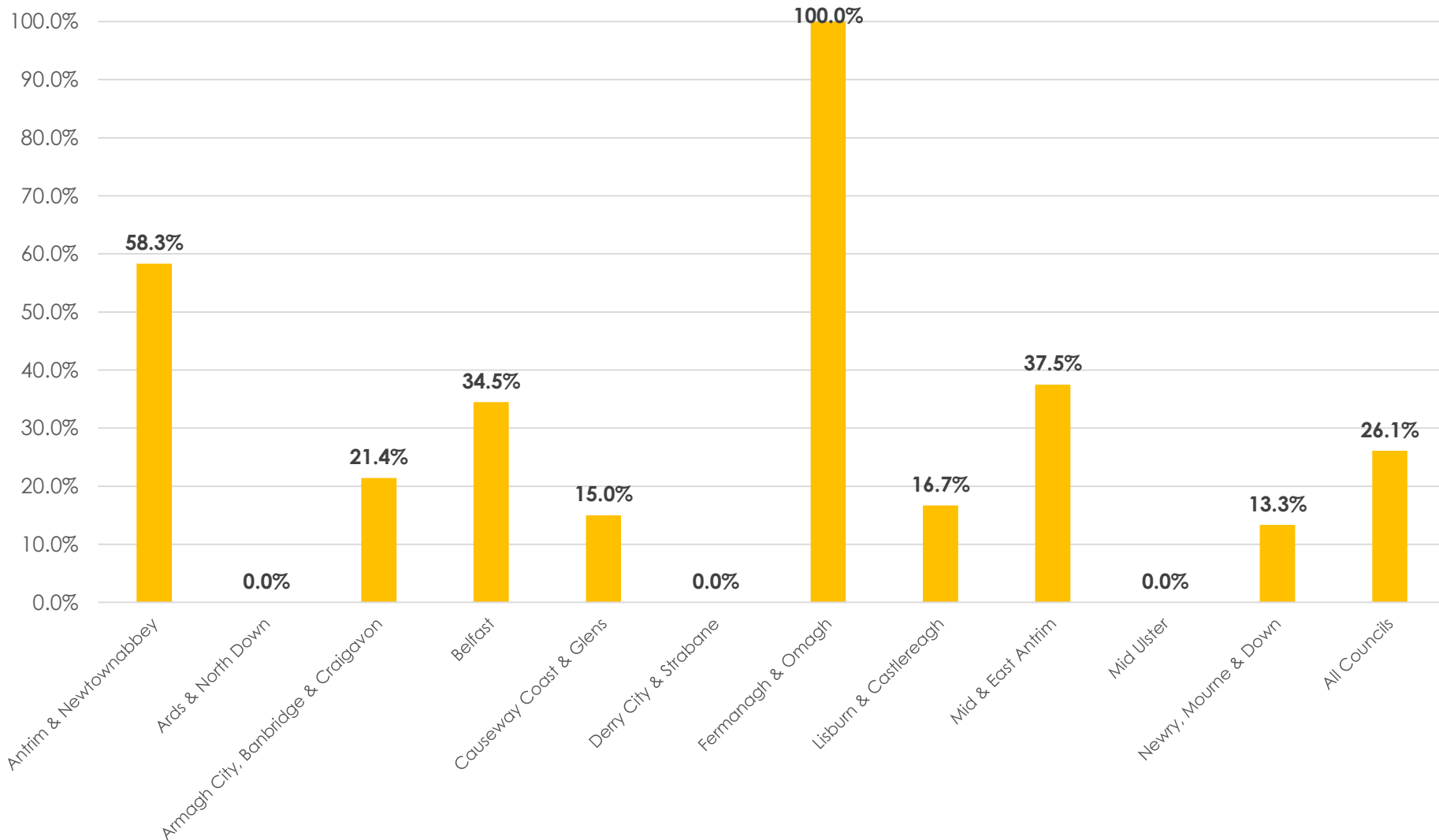


PLANNING: The average number of weeks taken to process major planning applications

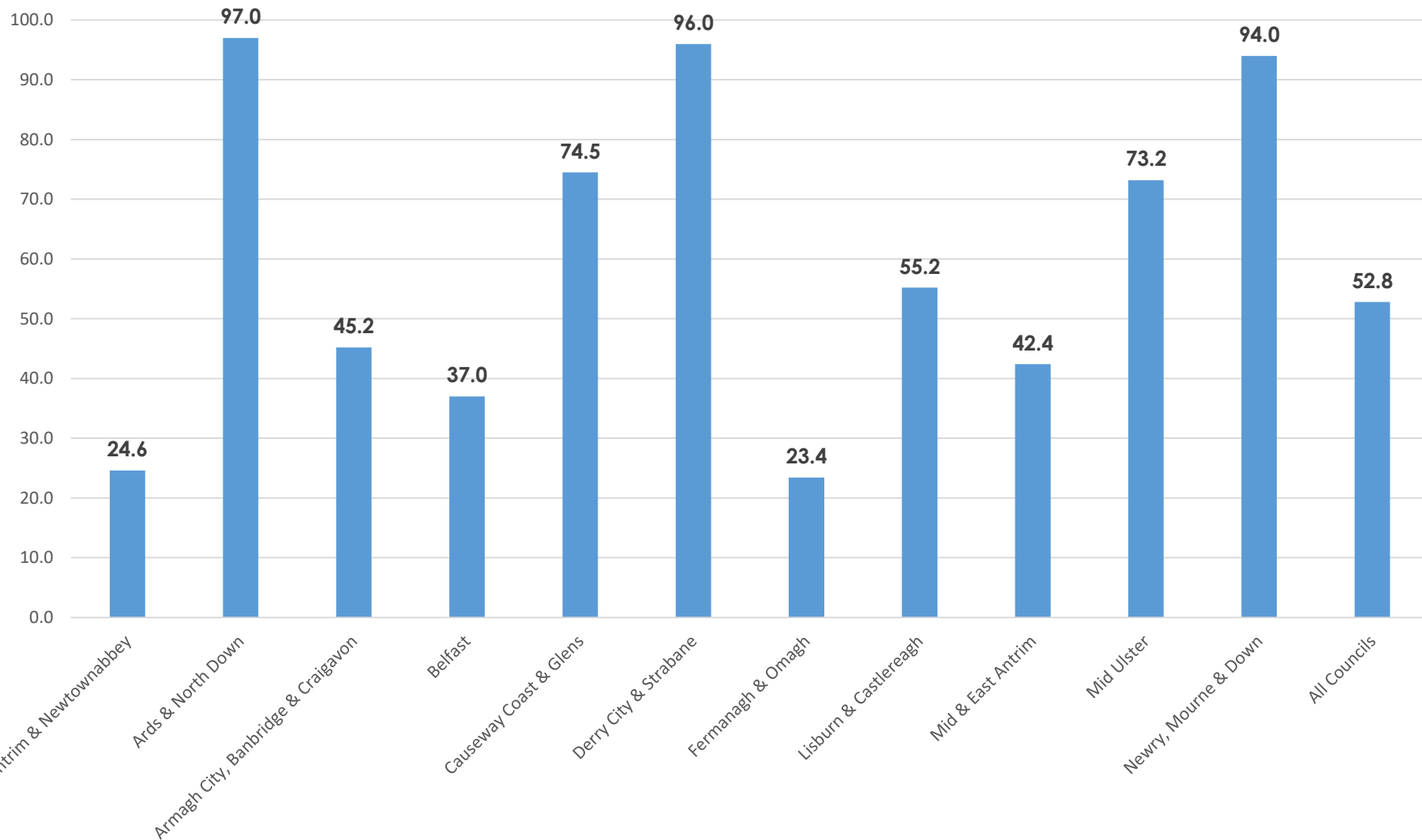
Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	What has been achieved	Status
The target for major applications is to process 50% from submission to conclusion within 30 weeks.	52.4% (1 st of 11) 28.2 weeks (1 st of 11)	15.4% (6 th of 11) 73.6 weeks (18 th of 11)	26.7% (6 th of 11) 40 weeks (4 th of 11)	78.6% (1 st of 11) 24.2 weeks (3 rd of 11)	58.3% (2 nd of 11) 24.6 weeks (2 nd of 11)	<p>The Council processed 12 major applications to conclusion (14 : 2018-19), 7 were approved, 3 refused and 2 withdrawn, achieving 58.3% within 30 weeks and thereby exceeding the statutory target of 50%.</p> <p>This was a decline on 2018-19, (78.6%). The Council was ranked 2nd amongst the 11 Councils in 2019-20. Only 1 other Council met this target, and the average for all 11 Councils was 26.1%.</p> <p>The average processing time was 24.6 weeks, a slight increase from 24.2 weeks in 2018-19. The Council ranked 2nd amongst the 11 Councils in 2019-20, and the average processing time across all Councils was 52.8 weeks.</p>	Fully Achieved



Major Planning Applications 2019-20 - % of cases processed within 30 weeks.



Major Planning Applications 2019-20 – Average processing times (weeks).



Major Planning Performance 2015-20

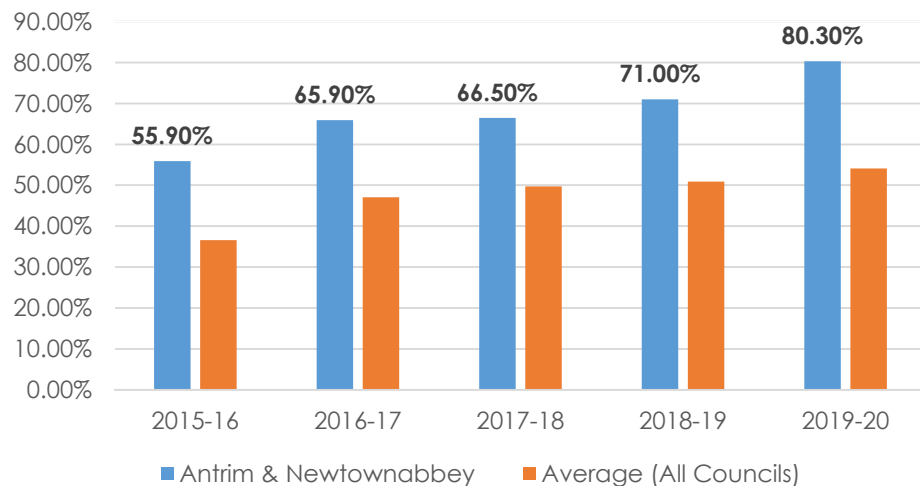
% of cases processed within 30 weeks & average processing times (weeks)

	2015-16		2016-17		2017-18		2018-19		2019-20	
Antrim & Newtownabbey	52.4%	28.2 weeks	15.4%	73.6 weeks	26.7%	40.0 weeks	78.6%	24.2 weeks	58.3%	24.6 weeks
Ards & North Down	17.4%	51.8 weeks	30.8%	37.6 weeks	16.7%	53.0 weeks	0.0%	151.0 weeks	0.0%	97.0 weeks
Armagh City, Banbridge & Craigavon	7.7%	43.0 weeks	33.3%	52.8 weeks	33.3%	36.4 weeks	55.6%	23.6 weeks	21.4%	45.2 weeks
Belfast	14.3%	54.4 weeks	21.6%	60.2 weeks	26.7%	51.5 weeks	26.1%	41.4 weeks	34.5%	37.0 weeks
Causeway Coast & Glens	30.6%	39.6 weeks	13.3%	51.4 weeks	30.0%	58.4 weeks	16.7%	49.6 weeks	15.0%	74.5 weeks
Derry City & Strabane	22.2%	53.5 weeks	5.3%	304.8 weeks	18.5%	63.2 weeks	16.7%	154.2 weeks	0.0%	96.0 weeks
Fermanagh & Omagh	26.7%	70.2 weeks	31.8%	69.6 weeks	46.7%	30.6 weeks	71.4%	22.0 weeks	100.0%	23.4 weeks
Lisburn & Castlereagh	30.8%	45.4 weeks	13.3%	73.4 weeks	19.0%	94.4 weeks	5.9%	78.0 weeks	16.7%	55.2 weeks
Mid & East Antrim	41.2%	37.0 weeks	36.4%	67.8 weeks	50.0%	29.0 weeks	33.3%	43.2 weeks	37.5%	42.4 weeks
Mid Ulster	25.0%	52.4 weeks	9.1%	73.6 weeks	30.8%	44.4 weeks	12.5%	64.7 weeks	0.0%	73.2 weeks
Newry, Mourne & Down	16.7%	56.5 weeks	14.8%	86.6 weeks	0.0%	127.6 weeks	14.3%	76.6 weeks	13.3%	94.0 weeks
All Councils	24.8%	46.4 weeks	20.4%	68.6 weeks	26.0%	50.2 weeks	28.0%	59.0 weeks	26.1%	52.8 weeks

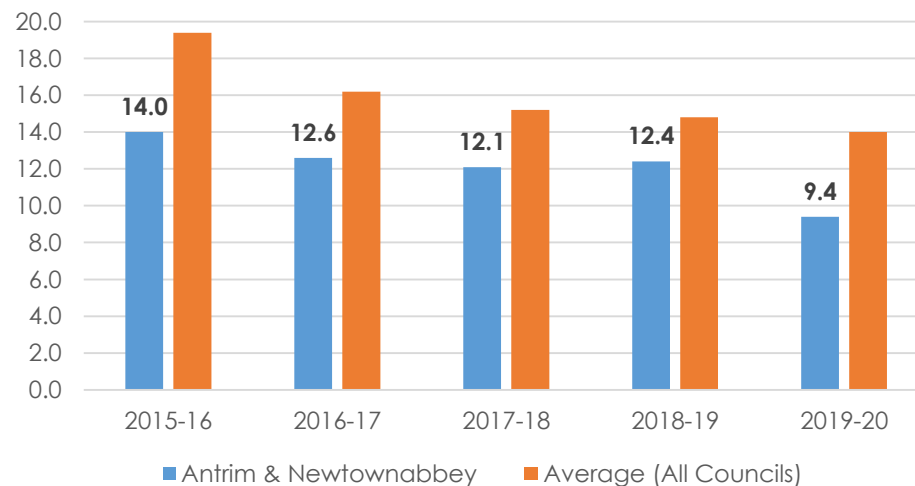
PLANNING: The average number of weeks taken to process local planning applications

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	What has been achieved	Status
The target for local applications is to process 50% from submission to conclusion within 15 weeks	56.1% (1 st of 11) 14 Weeks (1 st of 11)	65.9% (2 nd of 11) 12.6 weeks (3 rd of 11)	66.5% (2 nd of 11) 12.1 weeks (2 nd of 11)	71% (2 nd of 11) 12.4 weeks (3 rd of 11)	80.3% (1 st of 11) 9.4 weeks (2 nd of 11)	<p>The Council processed 737 local applications to conclusion, with an average processing time of 9.4 weeks.</p> <p>This was a significant improvement on 2018-19, and the first time that the Council has recorded an average processing time under 10 weeks and ranked second amongst all Northern Ireland councils.</p> <p>The Council ranked first with over 80% of applications determined within the 15 week target,</p>	Fully Achieved

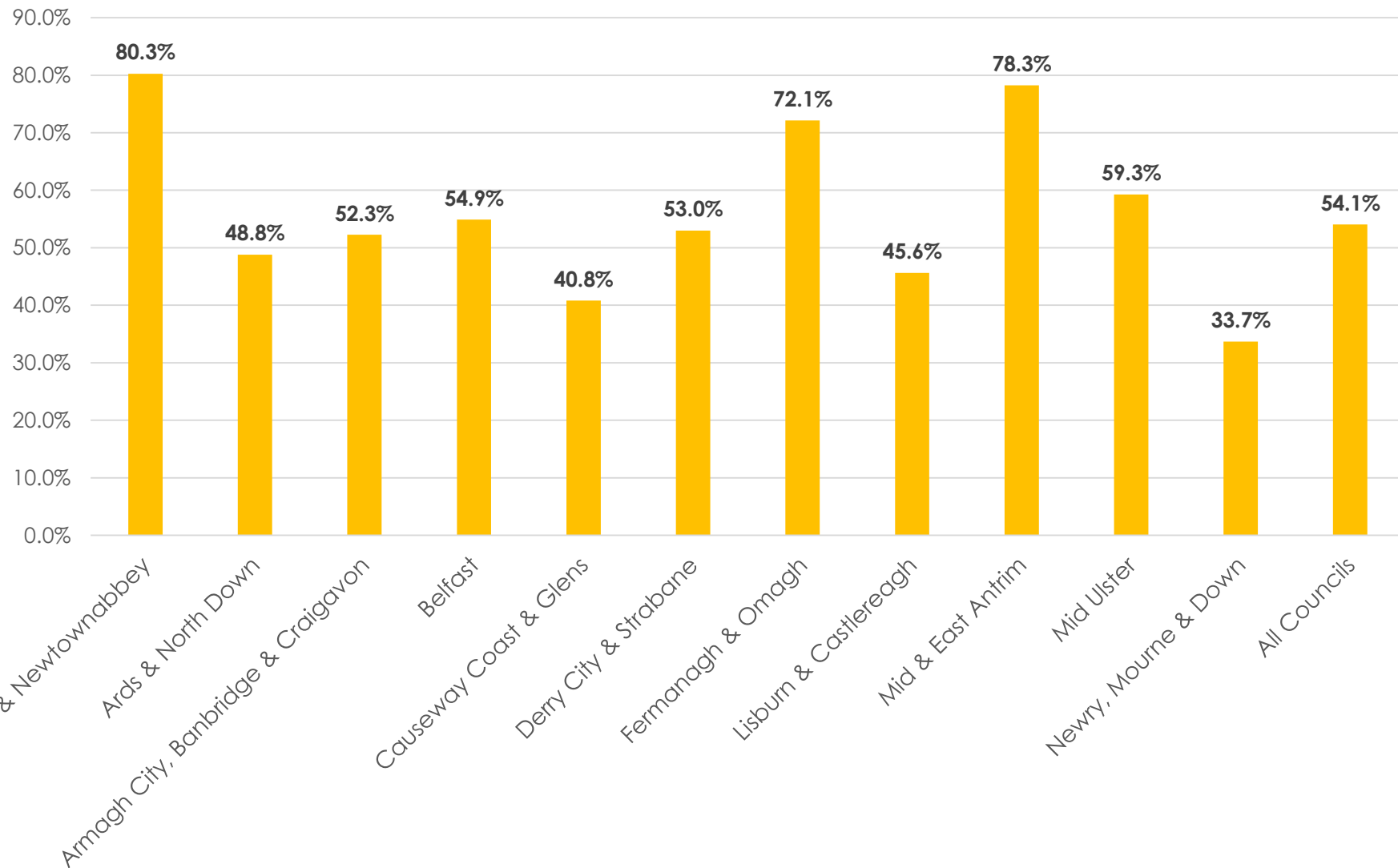
% cases processed within 15 weeks



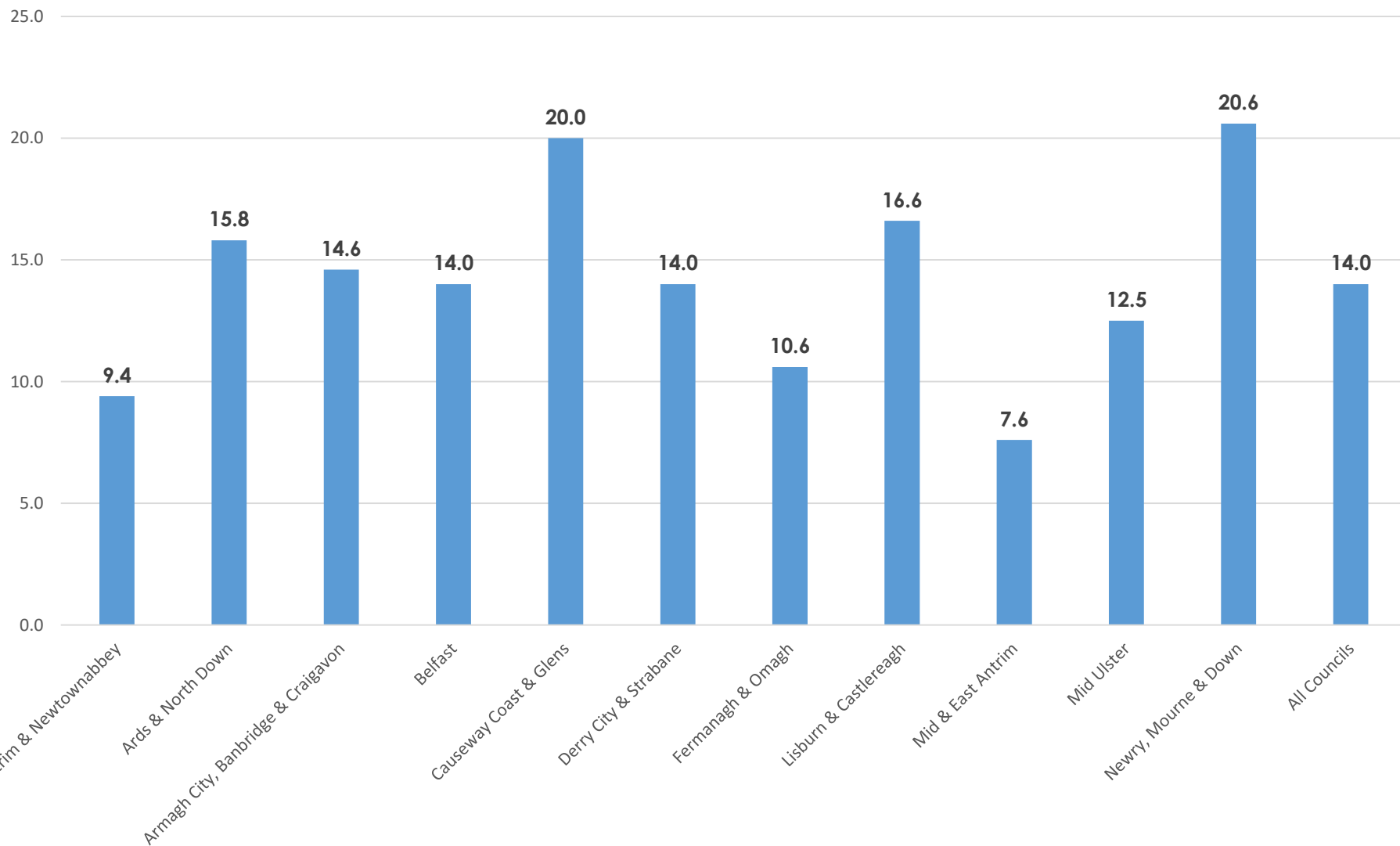
Average processing time (weeks)



Local Planning Applications 2019-20 - % of cases processed within 15 weeks



Local Planning Applications 2019-20 – Average processing time (weeks)



Local Planning Performance 2015-20

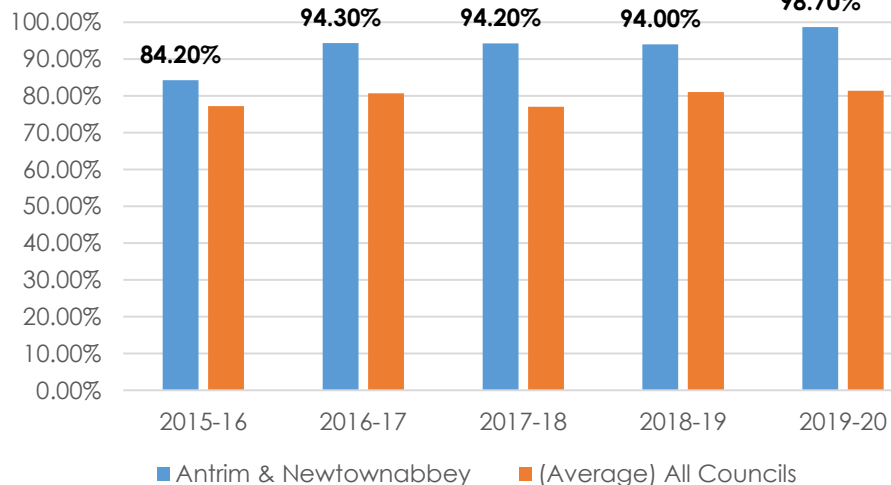
% of cases processed within 15 weeks & average processing times (weeks)

	2015-16		2016-17		2017-18		2018-19		2019-20	
Antrim & Newtownabbey	55.9%	14.0 weeks	65.9%	12.6 weeks	66.5%	12.1 weeks	71.0%	12.4 weeks	80.3%	9.4 weeks
Ards & North Down	25.5%	21.2 weeks	33.8%	20.2 weeks	41.7%	17.2 weeks	47.7%	15.6 weeks	48.8%	15.8 weeks
Armagh City, Banbridge & Craigavon	28.8%	22.0 weeks	54.8%	14.0 weeks	54.9%	14.0 weeks	51.5%	14.6 weeks	52.3%	14.6 weeks
Belfast	36.6%	19.2 weeks	48.2%	15.6 weeks	49.9%	15.2 weeks	49.1%	15.2 weeks	54.9%	14.0 weeks
Causeway Coast & Glens	28.0%	20.4 weeks	38.1%	18.8 weeks	32.3%	20.4 weeks	36.8%	21.6 weeks	40.8%	20.0 weeks
Derry City & Strabane	44.5%	17.0 weeks	40.4%	19.1 weeks	47.8%	16.2 weeks	53.8%	14.1 weeks	53.0%	14.0 weeks
Fermanagh & Omagh	52.7%	14.4 weeks	64.8%	11.6 weeks	62.3%	12.4 weeks	64.3%	12.2 weeks	72.1%	10.6 weeks
Lisburn & Castlereagh	29.2%	20.6 weeks	25.5%	22.4 weeks	33.2%	21.6 weeks	44.7%	17.7 weeks	45.6%	16.6 weeks
Mid & East Antrim	53.5%	14.4 weeks	70.6%	9.0 weeks	70.4%	9.6 weeks	73.5%	7.8 weeks	78.3%	7.6 Weeks
Mid Ulster	49.5%	15.2 weeks	54.2%	14.4 weeks	53.4%	14.4 weeks	42.9%	16.9 weeks	59.3%	12.5 weeks
Newry, Mourne & Down	9.4%	34.8 weeks	35.2%	23.0 weeks	44.7%	17.0 weeks	41.6%	18.0 weeks	33.7%	20.6 weeks
All Councils	36.6%	19.4 weeks	47.1%	16.2 weeks	49.7%	15.2 weeks	50.9%	14.8 weeks	54.1%	14.0 weeks

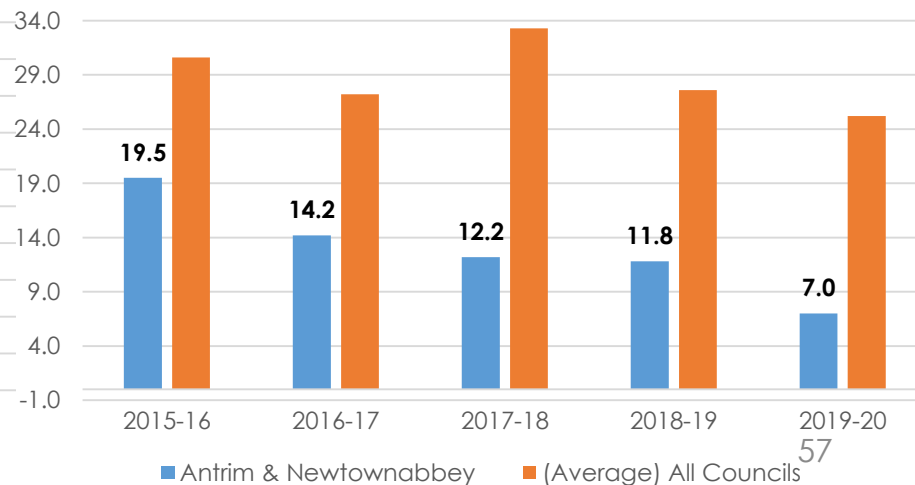
PLANNING: % enforcement cases concluded within 39 weeks

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	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 (1 st of 11) 84.5% (2 nd of 11)	14.2 weeks (1 st of 11) 94.3% (1 st of 11)	12.2 weeks (1 st of 11) 94.2% (1 st of 11)	11.8 weeks (1 st of 11) 94% (1 st of 11)	7.0 weeks (1 st of 11) 98.7% (1 st of 11)	<p>The Council opened 497 new cases during the year, a small increase on the period 2018-19, and concluded 532 cases during the year. Over 98% of cases were concluded within the statutory target with an average processing time of 7 weeks.</p> <p>This maintained the Council's strong performance recorded over the last 4 years in planning enforcement and once again the Council ranked first amongst all Councils on the two processing targets.</p>	Fully Achieved

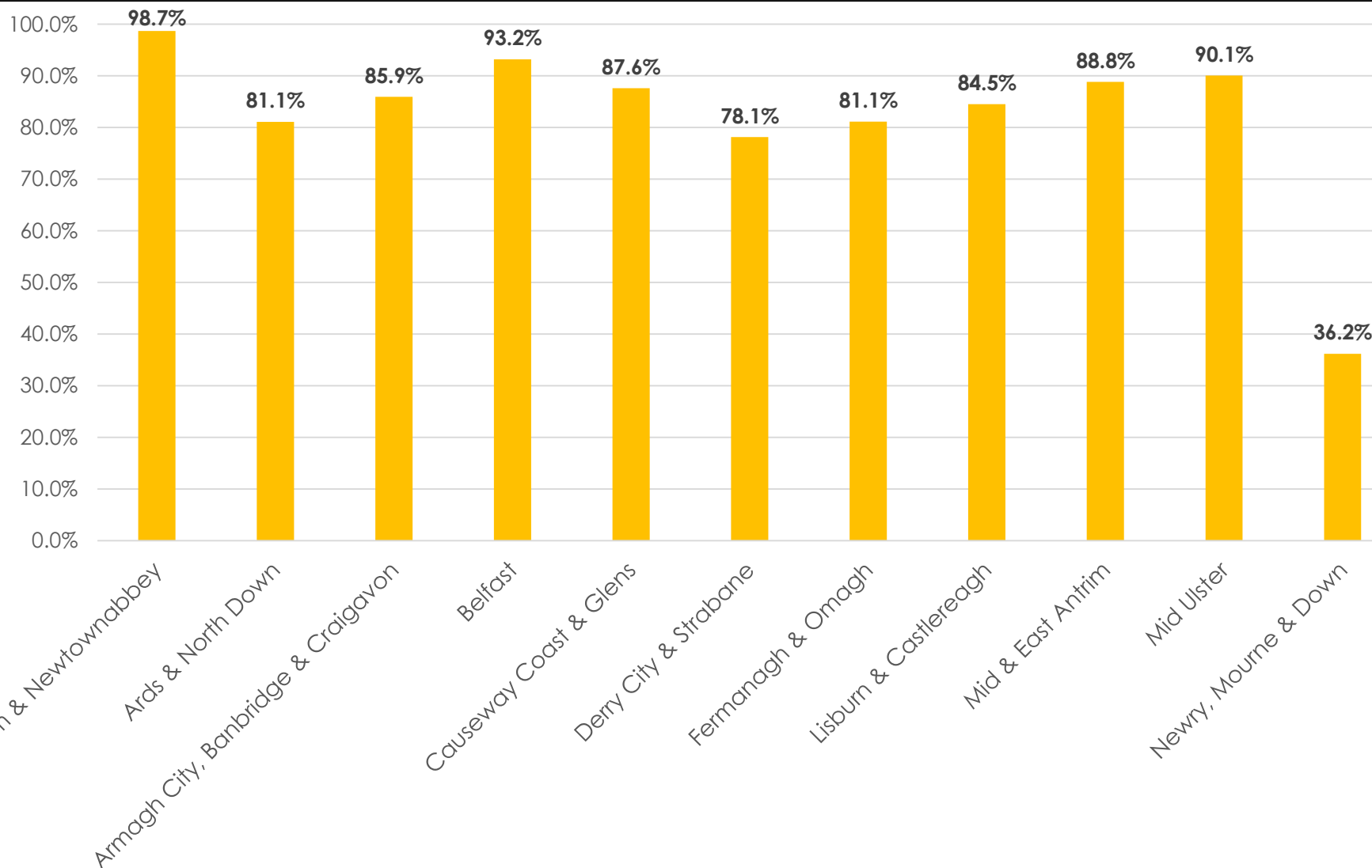
% cases concluded within 39 weeks



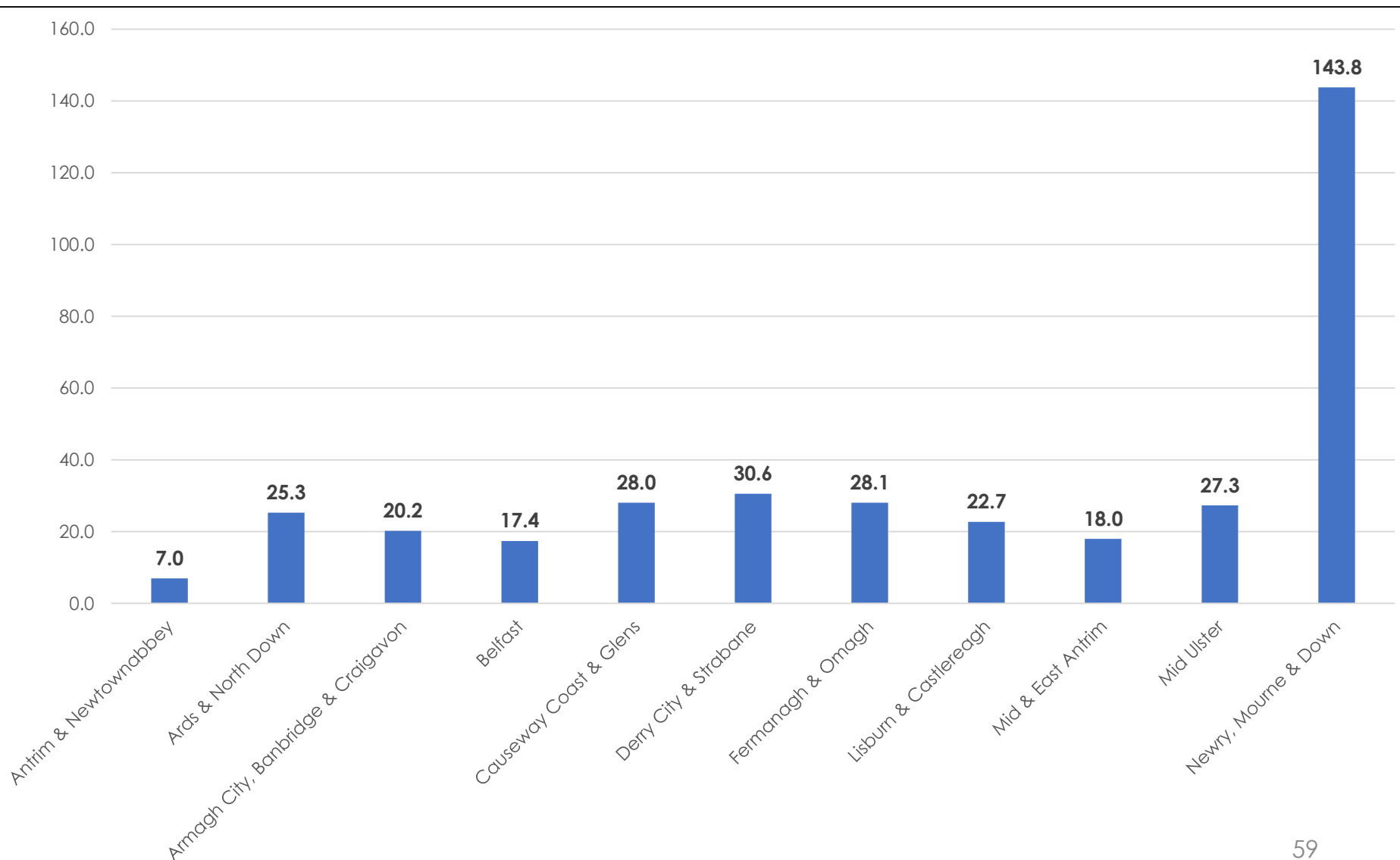
70% conclusion times (weeks)



Enforcement 2019-20 – % of cases concluded within 39 weeks



Enforcement 2019-20 – 70% conclusion times (weeks)



Planning Enforcement Performance 2015-20

% of cases concluded within 39 weeks & 70% conclusion times (weeks)

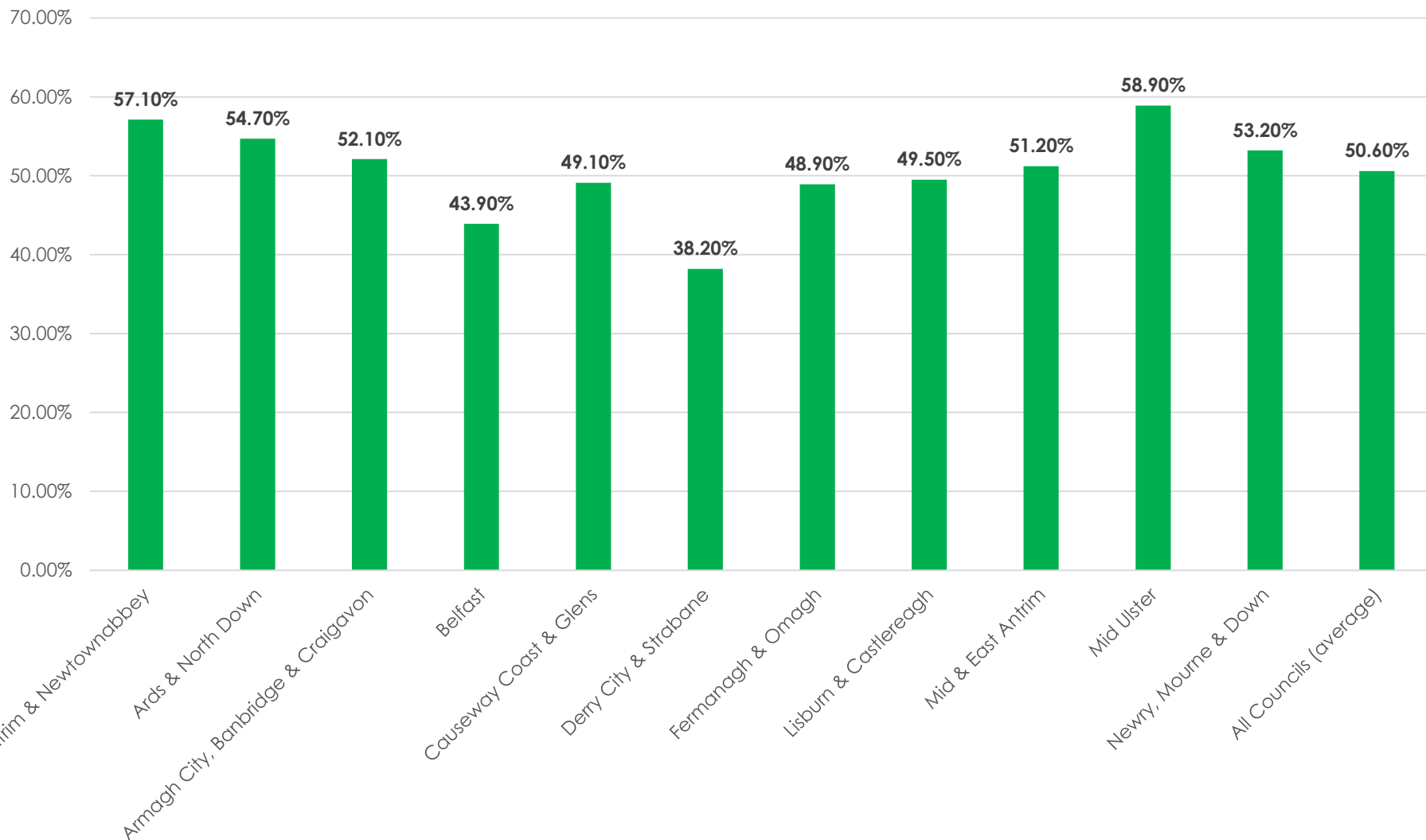
	2015-16		2016-17		2017-18		2018-19		2019-20	
Antrim & Newtownabbey	84.2%	19.5 weeks	94.3%	14.2 weeks	94.2%	12.2 weeks	94.0%	11.8 weeks	98.7%	7.0 weeks
Ards & North Down	82.0%	23.8 weeks	77.7%	32.0 weeks	73.4%	34.3 weeks	76.9%	30.2 weeks	81.1%	25.3 weeks
Armagh City, Banbridge & Craigavon	79.5%	31.2 weeks	82.2%	29.6 weeks	82.5%	32.0 weeks	80.0%	28.9 weeks	85.9%	20.2 weeks
Belfast	76.4%	31.0 weeks	74.8%	30.3 weeks	72.3%	36.1 weeks	86.8%	19.9 weeks	93.2%	17.4 weeks
Causeway Coast & Glens	80.7%	27.0 weeks	89.5%	24.0 weeks	70.5%	38.8 weeks	80.1%	31.8 weeks	87.6%	28.0 weeks
Derry City & Strabane	77.1%	31.3 weeks	75.9%	33.6 weeks	71.0%	37.2 weeks	53.6%	73.1 weeks	78.1%	30.6 weeks
Fermanagh & Omagh	63.8%	53.2 weeks	82.4%	28.2 weeks	79.2%	32.9 weeks	84.9%	30.8 weeks	81.1%	28.1 weeks
Lisburn & Castlereagh	78.0%	29.2 weeks	80.8%	23.6 weeks	78.0%	26.7 weeks	83.8%	22.1 weeks	84.5%	22.7 weeks
Mid & East Antrim	85.9%	19.7 weeks	88.1%	22.9 weeks	86.0%	24.0 weeks	88.2%	20.4 weeks	88.8%	18.0 weeks
Mid Ulster	79.0%	29.4 weeks	79.1%	32.6 weeks	82.1%	29.5 weeks	77.4%	35.5 weeks	90.1%	27.3 weeks
Newry, Mourne & Down	54.1%	64.8 weeks	56.1%	54.2 weeks	59.9%	54.2 weeks	52.9%	64.9 weeks	36.2%	143.8 weeks
All Councils	77.2%	30.6 weeks	80.7%	27.2 weeks	77.0%	33.0 weeks	81.0%	27.6 weeks	81.4%	25.0 weeks

WASTE MANAGEMENT: The percentage of household waste collected that is sent for recycling

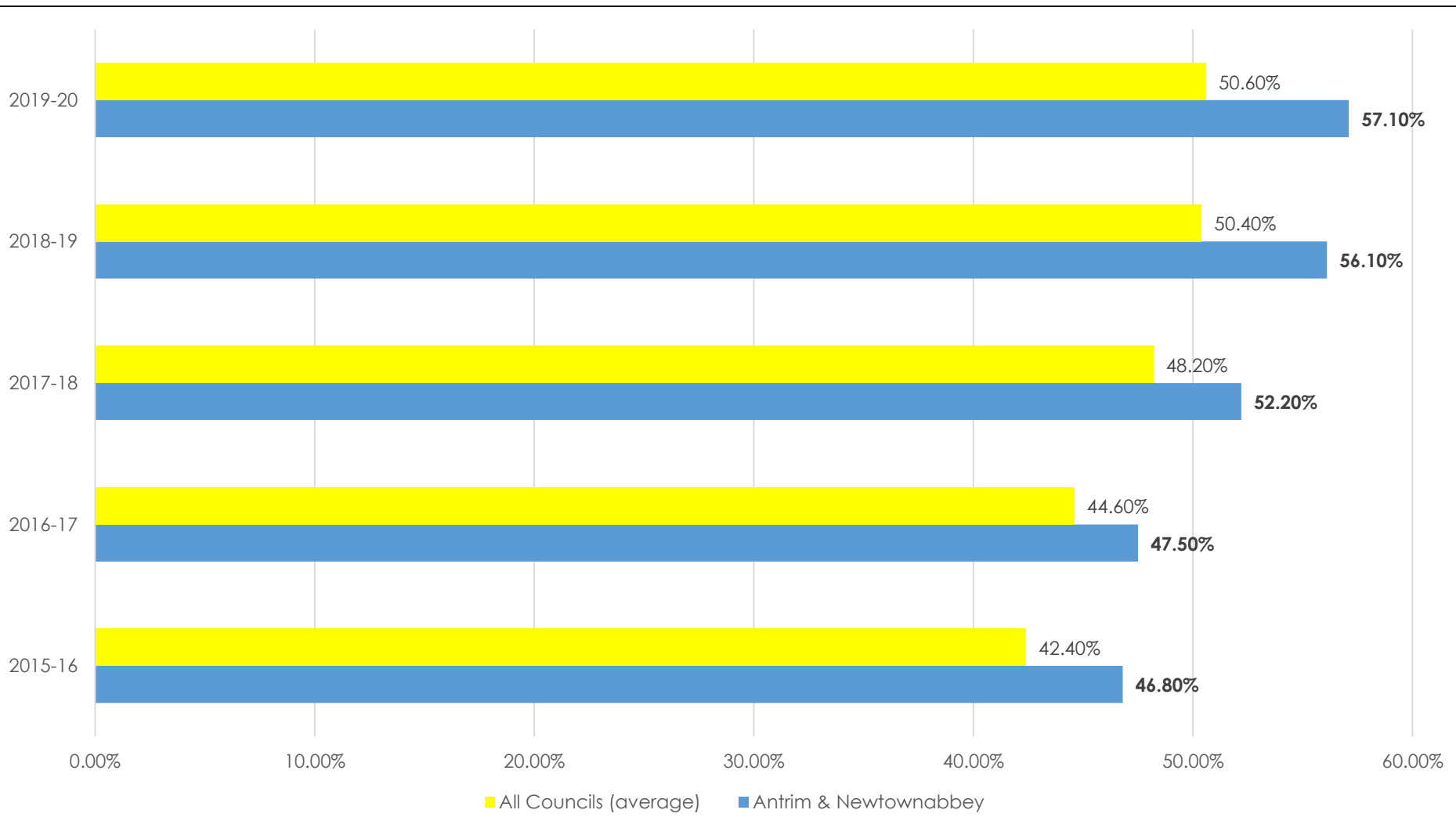
Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	What has been achieved	Status
NI Landfill Allowance Scheme (50% by 2020)	46.8% (3 rd of 11) NI Average 42.17%	47.5% (4 th of 11) NI Average 44.19%	52.2% (3 rd of 11) NI Average 47.90%	56.1% (1 st of 11) NI Average 49.90%	57.1%* (2 nd of 11)	<p>Through a range of measures the Council has increased the percentage of household waste arisings sent for preparing for reuse and recycling (including composting), from 46.8% (2015-16) to 57.3% (2018-19).</p> <p>Note: the annual NILAS report for 2018-19 is not published until November 2019 and therefore these results are unvalidated and were collected on 20 08 2020.</p>	Fully Achieved



Household waste arisings sent for recycling, composting or prepared for reuse 2019-20



Household waste arisings sent for recycling, composting or prepared for reuse 2015-20



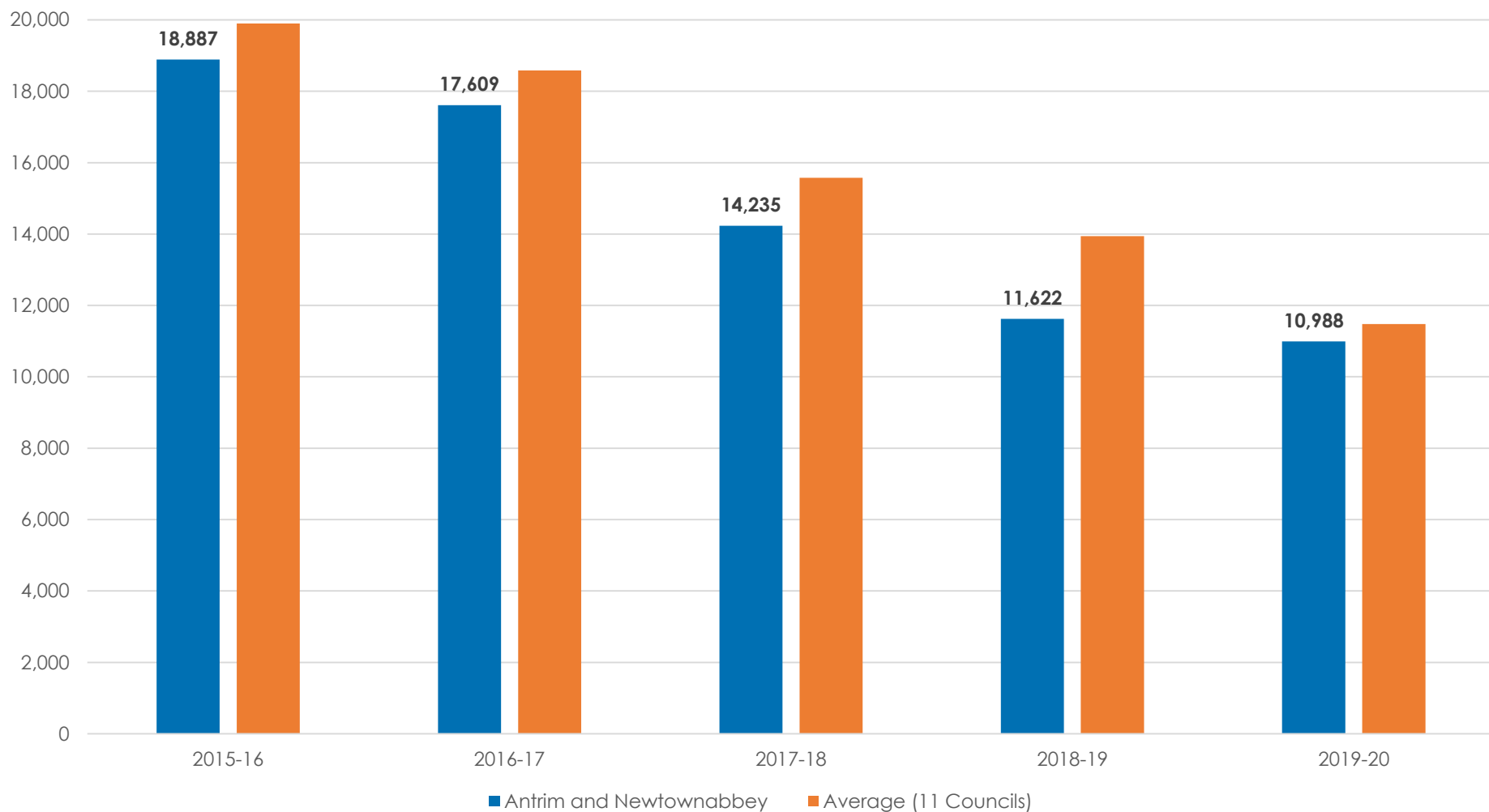
Household waste arisings sent for preparing for reuse and recycling (inc. composting) 2015-20

	2015-16	2016-17	2017-18	2018-19	2019-20
Antrim & Newtownabbey	46.8%	47.5%	52.2%	56.1%	57.1%
Ards & North Down	40.2%	49.2%	52.1%	53.1%	54.7%
Armagh City, Banbridge & Craigavon	48.0%	48.8%	50.5%	51.6%	52.1%
Belfast	40.0%	39.4%	44.4%	44.4%	43.9%
Causeway Coast & Glens	38.8%	42.3%	42.2%	47.7%	49.1%
Derry City & Strabane	33.3%	40.5%	43.3%	44.3%	38.2%
Fermanagh & Omagh	45.5%	45.3%	46.3%	49.3%	48.9%
Lisburn & Castlereagh	41.9%	41.1%	46.3%	48.1%	49.5%
Mid & East Antrim	42.9%	45.3%	52.8%	52.0%	51.2%
Mid Ulster	49.6%	51.6%	54.3%	56.0%	58.9%
Newry, Mourne & Down	38.9%	40.1%	46.1%	51.4%	53.2%
All Councils (average)	42.4%	44.6%	48.2%	50.4%	50.6%

WASTE MANAGEMENT: The amount of biodegradable waste that is landfilled (tonnes)

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	What has been achieved	Status
Northern Ireland Landfill Allowance Scheme	18,887 tonnes (Landfill allowance 20,605) 91.7% of allowance NI average 79% of allowance	17,609 tonnes (Landfill allowance 20,042) 87.9% of allowance NI average 77.8% of allowance	14,235 tonnes (Landfill allowance 18,968) 75% of allowance NI average 68.9% of allowance	11,622 tonnes (Landfill allowance 17,878) 62.74% of allowance NI average 65% of allowance	10,988 tonnes* (Landfill allowance 16,788) 65.45% of allowance	The Council has landfilled 10,988 tonnes of biodegradable waste and used 65.45% of the landfill allowance. Note: the annual NILAS report for 2019-20 is not published until November 2020 and therefore these results are unvalidated and were collected on 7 July 2020.	Fully Achieved

Biodegradable waste sent to landfill (tonnes) 2015-20.



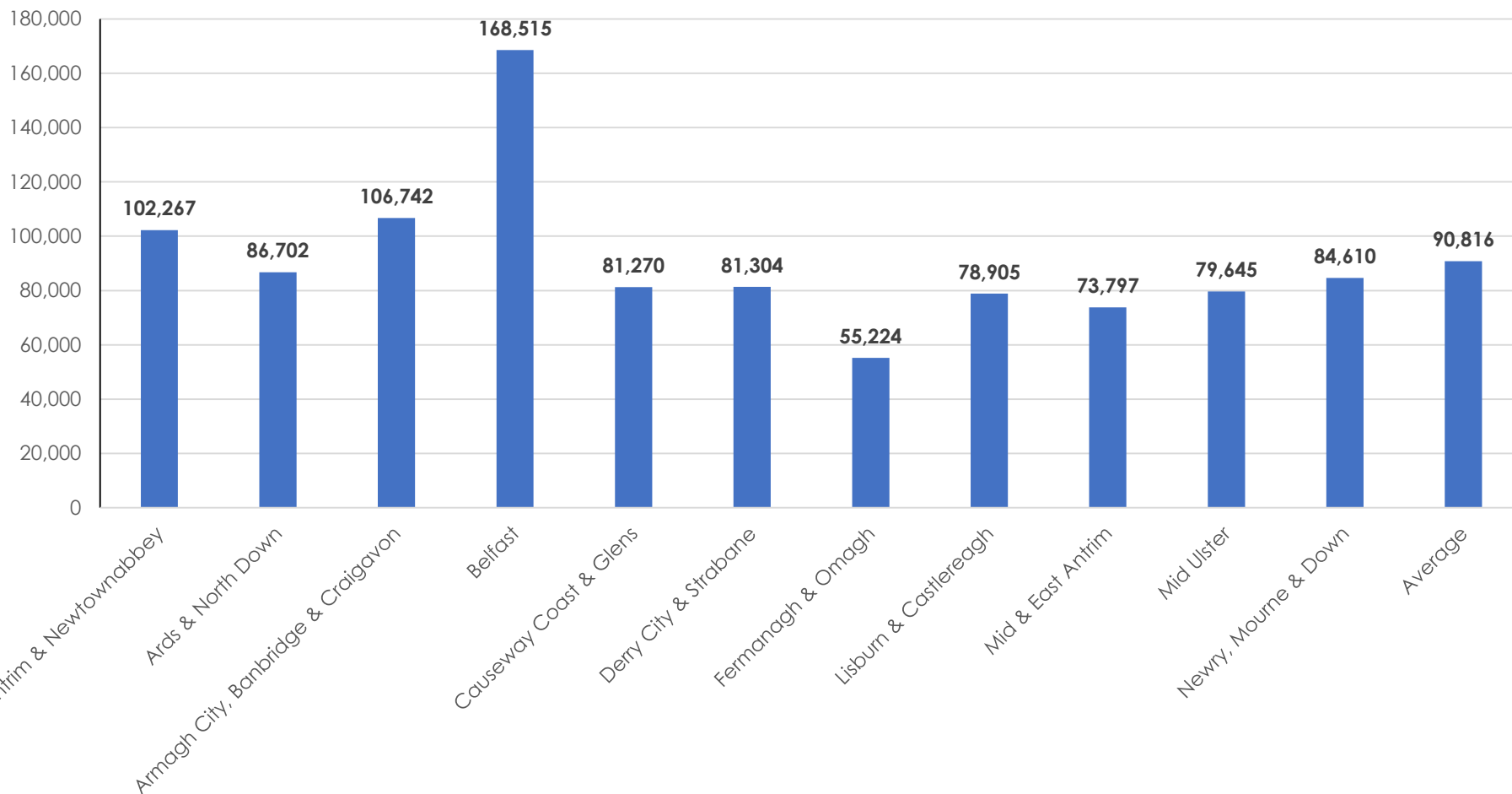
The amount of biodegradable waste that is landfilled (tonnes) 2015-20

	2015-16	2016-17	2017-18	2018-19	2019-20
Antrim & Newtownabbey	18,887	17,609	14,235	11,622	10,988
Ards & North Down	27,612	20,462	18,869	19,186	15,762
Armagh City, Banbridge & Craigavon	10,376	11,107	9,401	8,771	6,104
Belfast	45,231	47,399	38,876	36,658	30,299
Causeway Coast & Glens	17,553	18,996	18,992	14,356	9,999
Derry City & Strabane	13,429	13,242	12,074	10,974	7,964
Fermanagh & Omagh	17,291	16,815	15,439	13,677	13,478
Lisburn & Castlereagh	17,715	19,687	16,458	16,108	14,373
Mid & East Antrim	19,009	19,161	14,221	14,444	13,684
Mid Ulster	15,531	14,509	10,117	5,681	1,505
Newry, Mourne & Down	16,265	5,393	2,612	1,846	2,133
All Councils (average)	19,899	18,580	15,572	13,938	11,480

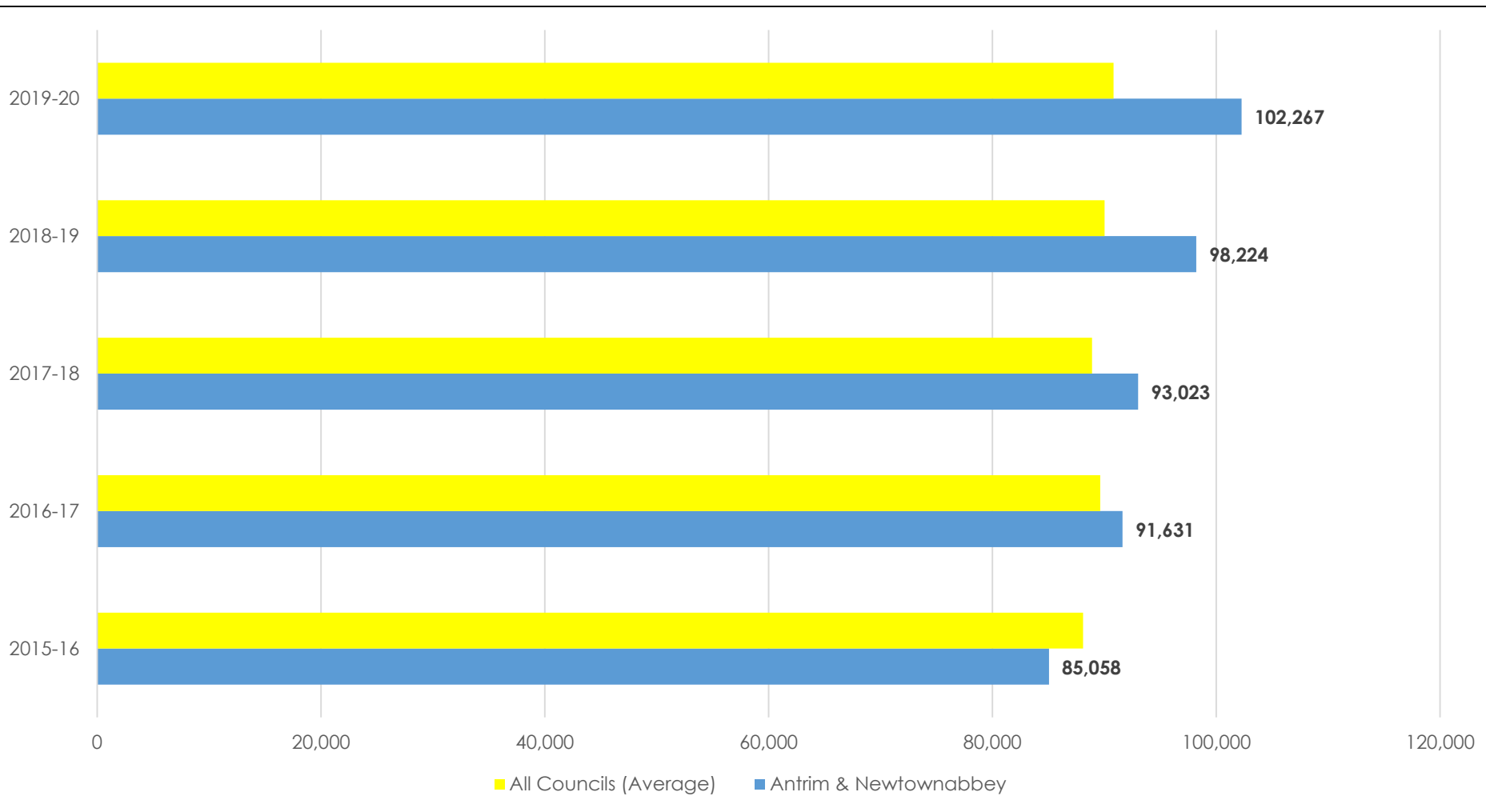
WASTE MANAGEMENT: The amount municipal waste arisings (tonnes)

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	What has been achieved	Status
In line with the Northern Ireland Landfill Allowance Scheme.	85,058 tonnes (4 th out of 11)	91,631 tonnes (4 th out of 11)	93,023 tonnes (3 rd out of 11)	98,224 tonnes (3 rd out of 11)	102,267 tonnes* (3 rd out of 11)	102,267 tonnes of Local Authority Collected Municipal Waste Arisings waste was collected during 2019-20, an increase of 4.12% from 2018-19. This compares to an increase of 4.87% in the previous year. Note: the annual NILAS report for 2019-20 is not published until November 2020 and therefore these results are unvalidated and were collected on 7 July 2020.	Fully Achieved

Local Authority Collected Municipal Waste Arisings 2019-20 (Tonnes)



Local Authority Collected Municipal Waste Arisings 2015-20 (Tonnes)



Local Authority Collected Municipal Waste Arisings 2015-20

	2015-16	2016-17	2017-18	2018-19	2019-20
Antrim & Newtownabbey	85,058	91,631	93,023	98,224	102,267
Ards & North Down	99,770	94,949	89,749	87,338	86,702
Armagh City, Banbridge & Craigavon	102,957	104,342	105,778	105,828	106,742
Belfast	169,964	172,235	169,368	171,118	168,515
Causeway Coast & Glens	78,363	79,758	79,634	81,432	81,270
Derry City & Strabane	70,901	74,481	77,707	78,660	81,304
Fermanagh & Omagh	53,963	53,878	53,828	55,931	55,224
Lisburn & Castlereagh	70,480	73,976	74,992	77,861	78,905
Mid & East Antrim	75,541	75,188	72,404	73,032	73,797
Mid Ulster	77,701	82,833	79,851	78,672	79,645
Newry, Mourne & Down	84,459	82,723	81,483	82,136	84,610
All Councils (average)	88,105	89,636	88,892	90,021	90,816

2019-20 Self-Imposed Indicators and Standards

The Council has selected a number of self-imposed indicators and standards.

In developing targets for 2019-20 the Council was able to draw on a wealth of internal data and comparative information from governmental department and membership of organisations such as the Association of Public Sector Excellence.

This section of the report details how the Council performed against these self-imposed indicators and standards and a comparison against 2018-19 and where practicable an illustration of how Antrim and Newtownabbey has performed in relation to other Northern Ireland Councils.

The tables also provide a brief insight into the rationale of how each standard was arrived at.

Quarterly reports are provided to the Corporate Leadership Team, Audit Committee and Council, with progress and achievement being flagged via a traffic light system.

Fully Achieved	Results indicate everything is on track. Performance is moving in the correct direction or actions and measures have been achieved.
Achieved	Results indicate that actions/measures were very close to being achieved. Within 5% of target.
Substantially Achieved	Results indicate that actions/measures are mostly achieved with one or two falling marginally short of their targets. Within 15% of target.
Partially Achieved	Results indicate that some actions and measures were achieved. Within 30% of target.
Not Achieved	Results indicate that actions and measures were not achieved as planned.
Annual Target / Results Not Available	Results/actions are measured annually and will not be available until after Quarter 4, or information is not available, or in development.



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2019-20 Self-Imposed Indicators and Standards

The Council has selected a number of self-imposed indicators and standards for 2019-20.

The Council was able to draw on a wealth of internal data and comparative information from governmental departments and membership of organisations such as the Association of Public Sector Excellence.

This section of the report details how the Council performed against these self-imposed indicators and standards and a comparison against 2018-19 and where practicable an illustration of how Antrim and Newtownabbey has performed in relation to other Northern Ireland Councils.

The tables also provide a brief insight into the rationale of how each standard was arrived at.

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2019-20 Self-Imposed Indicators and Standards – Arts and Culture

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Total Number of visitors to Arts and Culture Venues	521,616	APSE data	500,000	586,814	Fully Achieved
Attendees at Enchanted Winter Wonderland	60,736	>60,736**	65,000	84,036	Fully Achieved
% Customer Satisfaction with Arts and Culture Venues	99%	APSE Data	>75%	100%	Fully Achieved
Net cost of Arts and Culture Services per head of population	£15.32	APSE data	£13.90	£16.70	Partially Achieved
The Arts and Culture services income was impacted by closure of arts and cultural facilities during March 2020 (£100k), weather conditions at some events i.e. Spinning Yarns and committed spend to the cancelled Garden Show Ireland event. Additional expenditure was incurred throughout the year due to: Unbudgeted spend for Queen's Awards for Voluntary Services and Lord Lieutenants' Bursary events and unforeseen spend of £200k on repairs/maintenance and security.					
Net cost per user across all service	£3.30	APSE data	£3.20	£4.05	Partially Achieved
Numbers attending theatre performances	61,100	APSE data	65,000	52,414	Partially Achieved
Theatre participation per head of population	0.44	APSE data	0.46	0.37	Partially Achieved
Customer satisfaction with theatre performances	4.27 out of 5	4.65 out of 5	4.65 out of 5	4.55	Achieved



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2019-20 Self-Imposed Indicators and Standards – Capital Development

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
% of projects completed on the programme at construction award stage	89%	UK Industry report	75%	73%	Achieved
	18 projects were planned for completion in 2019-20. 2 new projects were added during the year and 5 projects did not start. Of the 15 projects completed, 11 were completed on programme.				
% of projects completed within the budget approved at construction stage	100%	UK Industry report	85%	93%	Fully Achieved
% overall end-user satisfaction rating with the capital development programme (CIP18)	84%	New	75%	92%	Fully Achieved



2019-20 Self-Imposed Indicators and Standards – Community Planning

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Number of clients supported through Community Advice Antrim and Newtownabbey	28,163	24,205*	25,000	28,939	Fully Achieved
Amount £ of benefits that have been taken up as a result of advice provided	£6.2m	£4.5m*	£4.5m	£5,187,479	Fully Achieved
% of customer satisfaction with Community Advice Antrim and Newtownabbey	96%	99%*	99%	100%	Fully Achieved
Increase in usage of community centres	120,013 (15%)	% increase	122,413	107,652	Substantially Achieved
Number of DEA outcome actions plans developed	7	7	7	7	Fully Achieved
Number of community planning actions delivered in year	20	Agreed by Council	5	6	Fully Achieved
% of Community Planning Partnership participants who feel their involvement in a joint planning process (DEA) has been positive	87%	New	75%	N/A	Results Not Available
	Deferred due to restructuring of Partnerships.				
% of residents that believe Antrim and Newtownabbey is a safe place to live	88%	85%	85%	88%	Fully Achieved
% of residents that believe that Community Relations have improved within Antrim and Newtownabbey Borough	85%	85%	85%	78%	Substantially Achieved

*Targets for Community Advice Antrim and Newtownabbey are contained within the Letter of Offer for the contract.

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2019-20 Self-Imposed Indicators and Standards – Property and Building Services

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Number of resubmissions received & % substantive response issued within 14 days	721 (93%)	APSE Data	80%	672 (90%)	Fully Achieved
Number of domestic full plan applications received & % assessed with a substantive response sent within 21 days of validation	438 (93%)	APSE Data	80%	427 (86%)	Fully Achieved
Number of non-domestic full plan applications received & % assessed with a substantive response sent within 35 days of validation	124 (100%)	APSE Data	90%	105 (100%)	Fully Achieved



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2019-20 Self-Imposed Indicators and Standards – Economic Development

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Number of jobs promoted through start-up activity (statutory target 80) via the Go For It Programme (CIP12)	105	80 (programme delivery target)	95	106	Fully Achieved
We have achieved a satisfaction rating from participants on the Go For It Programme (CIP13)	87%	% increase	90%	84%	Substantially Achieved
Number of business plans completed through Council operated/funded programmes	171	% increase	154	173	Fully Achieved
% achieved jobs promoted against rate post Regional Start-up Initiative - Go For It	117%	100% (programme delivery target)	115%	133%	Fully Achieved
Number of businesses assisted to develop/expand their operations through Council operated/funded programmes	154	% increase	160	176	Fully Achieved
Total square meterage of the Borough which has undergone regeneration work	Completing in 2019-20	Dependent on upcoming programme & funding	2,037m2	2,037m2	Fully Achieved
Total amount of grant assistance offered through the NI Rural Development Programme (GROW)	£801,165	Target within implementation plan set by GROW board & DAERA	£590,000	£928,059	Fully Achieved
Overnight stays in the Borough	525,432	% increase	749,423 (+3%)	Due October 2020	Results Not Available
Visitor spending in the Borough	£27.7m	% increase	£34.4m (+5%)	Due October 2020	Results Not Available
Overall satisfaction with Council run large scale events	4.5 out of 5	4 out of 5	4 out of 5	4.02 out of 5	Fully Achieved

2019-20 Self-Imposed Indicators and Standards – Planning

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Major Planning Applications - % of applications processed within 30 weeks (Statutory)	79% (1 st of 11 Councils)	NI Average 28% (2018-19) 26% (2019-20)	50%	58% (2 nd of 11 Councils)	Fully Achieved
Major Planning Applications - Average processing time in weeks (Statutory)	24.2 Weeks (3 rd of 11 Councils)	NI Average 59.0 weeks (2018-19) 52.8 weeks (2019-20)	30 weeks	24.6 Weeks (2 nd of 11 Councils)	Fully Achieved
Local Planning Applications - % of applications processed within 15 weeks (Statutory)	71% (2 nd of 11 Councils)	NI Average 51% (2018-19) 54% (2019-20)	50%	80% (1 st of 11 Councils)	Fully Achieved
Local Planning Applications - Average processing time in weeks (Statutory)	12.4 Weeks (3 rd of 11 Councils)	NI Average 14.8 weeks (2018-19) 14.0 weeks (2019-20)	15 weeks	9.4 Weeks (2 nd of 11 Councils)	Fully Achieved
Planning Enforcement Cases - % of enforcement cases processed within 39 weeks (Statutory)	94% (1 st of 11 Councils)	NI Average 81% (2018-19) 81% (2019-20)	70%	99% (1 st of 11 Councils)	Fully Achieved
Planning Enforcement Cases - Processing time in weeks for 70% of enforcement cases (Statutory)	11.8 Weeks (1 st of 11 Councils)	NI Average 27.6 weeks (2018-19) 25.0 weeks (2019-20)	39 weeks	7.0 Weeks (1 st of 11 Councils)	Fully Achieved
The Local Development Plan will be published in accordance with the published timetable	Draft completed	Timetable as agreed with Department	Draft Plan Strategy to be published by end of June 2019	Published 28 June 2019	Fully Achieved

2019-20 Self-Imposed Indicators and Standards – Finance

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
% of undisputed creditor invoices paid on time within 10 working days (CIP14)	64%	NI Average* (2018-19) (2019-20)	80%	70%	Substantially Achieved
% of undisputed creditor invoices paid on time within 30 calendar days (CIP15)	82%	NI Average* (2018-19) (2019-20)	90%	86%	Achieved
Annual accounts are prepared in accordance with financial reporting requirements and subject to unqualified audit opinion	Unqualified audit opinion	NI Local Government Auditor	Unqualified audit opinion	Pending	Results Not Available
Finances managed in accordance with requirements of Local Government Finance Act (NI) 2011 and the Prudential Code	Unqualified audit opinion	NI Local Government Auditor	Unqualified audit opinion	Pending	Results Not Available

*Target set by Department for Communities.

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2019-20 Self-Imposed Indicators and Standards – Internal Audit

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Completion of annual audit plan by 30 June 2020	100%	100%	100%	90% (estimated)	Substantially Achieved
Implementation of internal audit recommendations	87%	% increase	>=85%	98%	Fully Achieved



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2019-20 Self-Imposed Indicators and Standards – Governance (1 of 2)

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Annual Governance Statement reported	100%	Statutory	100% completed	Achieved	Fully Achieved
Conduct a test of Recovery Co-Ordination	New	New	100% completed	100% completed	Fully Achieved
% of emergency incidents responded to within 30 minutes (rest centre opened)	100%	100%	100%	100% responded to within 30 minutes.	Partially Achieved
	100% of emergency incidents were responded to within 30 minutes. The actual opening of the 5 Rest Centres however was outside the agreed target and a review of the responsiveness is underway.				
% of Freedom of Information responses responded to within deadline	95%	100%	100%	98%	Achieved
Reduction in % ratio of insurance cases settled attributed to the Council	39%	% reduction	30%	50.7%	Partially Achieved
	There were a total of 70 insurance cases closed in 2019-20. The Council were able to successfully defend 56% of insurance cases. Additional interventions are in place to include: driver training & the introduction of a Managing Occupational Road Risk Policy to reduce Council's liability in relation to fleet claims.				
% of minutes and audio recordings of Council and Committee meetings uploaded to the Corporate Website within agreed timescales	100%	100%	100%	100%	Fully Achieved
% of drivers attending annual driver awareness training	100%	100%	100%	100%	Fully Achieved
% of accident report forms that have met the 5 day deadline	83%	% increase	85%	93%	Fully Achieved

[Foreword & Introduction](#)[Performance Improvement](#)[Improvement Objectives 1 - 8](#)[Statutory Performance](#)[Indicators & Standards](#)[Overall Assessment](#)[Corporate Plan Performance](#)[Have Your Say](#)

2019-20 Self-Imposed Indicators and Standards – ICT

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Number of services provided digitally (CIP6)	27	% increase	30	37	Fully Achieved
Number of downloads of the Council's Residents' App (CIP8)	New	New	5,000	7,255	Fully Achieved
Number of online transactions	158,665	% increase	>180,000	237,976	Fully Achieved
% customer satisfaction with digital services	79%	% increase	80%	88%	Fully Achieved

2019-20 Self-Imposed Indicators and Standards – Performance and Transformation

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Certificate of compliance from the Northern Ireland Audit Office	Achieved	NIAO Standard	Achieved	Achieved	Fully Achieved
Total number of Council Awards/Accreditations (shortlisted/achieved)	38	% increase	39	46	Fully Achieved
Corporate projects are delivered on time (in line with the agreed project plan)	100% completed	100%	100% completed	100% fully/substantially achieved	Achieved
Productivity savings (or increased income) generated through corporate projects	£320,000	Calculated based on salary/severance savings	£615,870	£615,870	Fully Achieved

2019-20 Self-Imposed Indicators and Standards – Environmental Health

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Our performance for the number of fixed penalties issued is in the top quartile of the annual Keep Northern Ireland Beautiful National Benchmarking Report	Third Quartile (164)	95 FPNs (2017-18) 164 FPNs (2018-19)	Top Quartile	Second Quartile	Substantially Achieved
Net cost of service per head of population (excluding central establishment charges)	£13.34	APSE Data	£13.45	£13.09	Fully Achieved
% of general planning applications processed within 15 days of receipt	83%	APSE Data	>85%	67%	Substantially Achieved
	Shortfall due to an increase in last quarter of more complex cases that required additional consideration.				
Compliance with statutory Environmental Health regulations	92%	90%	>90%	90%	Achieved

2019-20 Self-Imposed Indicators and Standards – Leisure

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Subsidy per visit	£1.99	APSE Data	£2.65	£1.72	Fully Achieved
Increase in the number of visits to our leisure centres (CIP9)	1,803,616	APSE Data	>2.16m	2,194,952	Fully Achieved
Increase in the number of people taking out leisure memberships (CIP10)	9,045	5% increase	>9,500	10,014	Fully Achieved
The number of leisure centre users booking online	48%	% increase	85%	63%	Partially Achieved
Monthly member attrition rate is kept below 7%	6.2%	7%**	<7%	3.3%	Fully Achieved
Net Promoter Score (NPS) (CIP11)	52%	52%**	>50%	53%	Fully Achieved

*Based on APSE Data for 2018-19 where available, and from a similar sized family group to ensure the best like-for-like comparison.

**Developed based on industry standards.

2019-20 Self-Imposed Indicators and Standards – Parks

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
% Resident satisfaction with Council Parks and Open Spaces	88%	% increase on previous target	76%	88%	Fully Achieved
Number of Green Flag accreditations	17	17*	17	19	Fully Achieved
Maintain or raise Environmental Management accreditation level of NI Benchmarking Survey	Platinum	Platinum	Platinum to be retained	Platinum	Fully Achieved
We are the only Council in NI to achieve Platinum.					

*Will always be restricted to the number of sites available to be submitted.



2019-20 Self-Imposed Indicators and Standards – Waste (1 of 2)

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
% of household waste collected that is sent for recycling (CIP1) (Statutory)	56.1%	DAERA Data	55%	57.1%*	Fully Achieved
We minimise the amount of waste sent to landfill (CIP2)	23,522 tonnes	DAERA Data	<27,500 tonnes	22,081* tonnes	Fully Achieved
% satisfaction with the level of cleanliness in our Borough (CIP3)	70%	% increase	75%	52%	Partially Achieved
% of roads and streets inspected are graded at a satisfactory standard(CIP4)	New	80%	80%	80%	Substantially Achieved
	Based on initial sampling.				
Quartile achieved through Keep NI Beautiful benchmarking report	3rd/4th Quartile	2 nd Quartile	2nd Quartile	2 nd Quartile	Fully Achieved
Net cost of service per household. (excluding central establishment charges) (Cleansing)	£33.38	APSE Data	£32.36	£32.68	Achieved
Residents surveyed who feel proud in their surroundings	79%	Internal data	70%	64%	Substantially Achieved
The amount (tonnage) collected municipal waste arising (Statutory)	98,224	DAERA Data Demand Led	102,000**	102,267*	Fully Achieved
The amount (tonnage) of biodegradable municipal waste that is landfilled (Statutory)	11,622	Landfill Allowance Statutory Set	16,788	10,988*	Fully Achieved

*Figures are unvalidated and based on uploaded data to DAERA. ** Projected figure. Demand led.

2019-20 Self-Imposed Indicators and Standards – Waste (2 of 2)

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Cost of service per household (excluding landfill tax & waste disposal) and excluding central establishment charges)	£85.17	APSE Data	£80	£88.89	Substantially Achieved
The 4% increase in costs mirrors a 4% rise in the amount of waste collected during 2019-20, along with associated increases in the cost of disposal and recycling. This was accompanied by inflationary pressures on operating costs.					
% Overall Customer satisfaction for the Council's Waste and Recycling Service	85%	Maintain	85%	89%	Fully Achieved
Retention of ISO140001	Retained	Retained	Retained	Retained	Fully Achieved

*Figures are unvalidated and based on uploaded data to DAERA.

2019-20 Self-Imposed Indicators and Standards – Communications and Customer Service

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
% satisfaction with overall Council services (CIP5)	84%	APSE Data	85%	89%	Fully Achieved
% satisfaction with the quality of information on the Councils website (CIP7)	70%	% increase	75%	97%	Fully Achieved
Number of consultations carried out (including surveys)	47	47*	55	55	Fully Achieved
Number of respondents to consultations (including surveys)	7,257	APSE Data	5,500	7,068	Fully Achieved
% satisfaction with Borough Life	72%	% increase	83%	95%	Fully Achieved
Number of Twitter followers	7,788	% increase	>9,000	8,853	Substantially Achieved
Number of Facebook followers	16,089	6% increase	>17,000	22,260	Fully Achieved
Number of recorded visits (hits) to Council's corporate website during year	1,068,250	3% increase	>1,100,000	2,633,410	Fully Achieved

*Based on intended consultation schedule.

2019-20 Self-Imposed Indicators and Standards – Human Resources

Indicator	2018-19	Benchmarking / Rationale	Standard to be Met 2019-20	2019-20 (as at 31 March 2020)	Status
Average number of days lost per employee (CIP16)	13.73 days	NI Average* 14.89 days (2017-18)	13 days	12.41 days	Fully Achieved
100% Staff attendance levels (CIP17)	57%	57%	57%	59%	Fully Achieved
Number of jobs on new structure filled	643 Jobs (85%)	100%	750 jobs (100%)	750 jobs (100%)	Fully Achieved
% of employees have a personal development plan	99%	99%	99%	99%	Fully Achieved
Employee satisfaction with Imanage / Isupervise programme	85%	85%	85%	91%	Fully Achieved
Number of employees on accredited and/or development programmes	50	Dependent on applications	40	42	Fully Achieved
Employee Engagement Levels	84%	85%	85%	85%	Fully Achieved

*Unaudited data from Annual Audit Letters

Overall Assessment of Performance Corporate Improvement Plan 2019-20

Significant progress was made in 2019-20 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 terms of an overall assessment against corporate improvement objectives for 2019-20:

- **77.78%** were either fully achieved or achieved.
- **16.67%** were substantially achieved.
- **5.56%** were partially achieved.

Overall Assessment of Performance

Improvement objective 1: We will increase levels of household recycling and reduce the amount of waste sent to landfill.

The Council has continued to make excellent progress in terms of recycling and reducing the amount of waste sent to landfill in recognition of the responsibility to make efficiency savings, reducing the cost of landfill, and to promote a sustainable and responsible future for residents.

During the five year period 2015-20 household recycling has increased from 46.8% to 57.1%*.

The amount of household waste sent to landfill has fallen by nearly 42% (the average for all 11 NI councils is 40.5%) and there has been a decline of over 30% in the amount of biodegradable waste landfilled (27% average reduction for all 11 NI Councils up to 2019).

The harmonisation of waste collection services throughout the Borough, alongside a campaign of innovative education initiatives, have continued to engage residents alongside effective support for local groups and businesses.

Antrim and Newtownabbey Borough Council comparison with average for 11 Northern Ireland councils.

	2015-16		2016-17		2017-18		2018-19		2019-20	
Household Recycling	46.8%	42.4%	47.5%	44.6%	52.2%	48.2%	56.1%	50.4%	57.1%*	50.6%*
Biodegradable Waste Landfilled (tonnes)	18,887	19,899	17,609	18,580	14,235	15,572	11,622	13,398	10,988*	11,840*
Household Waste Landfilled	31,918	31,103	30,091	29,264	27,440	25,467	23,522	22,734	22,081*	TBC

Overall Assessment of Performance

Improvement objective 2: We will improve the level of cleanliness of the Borough.

Further work continued throughout 2019-20 to improve the level of cleanliness of the Borough with the Council setting out to implement a cleanliness education programme, encourage the public to report litter and dog fouling, as well as the development of a street cleaning quality management system.

A new Council monitoring scheme has undergone trials with planned implementation to follow. This initial testing produced results in excess of the target of 80% of roads and streets surveyed and graded at a satisfactory level.

The survey schedule for the latter part of 2018-19 was impacted by the COVID-10 pandemic resulting in an inability to conduct the usual face-to-face surveys. The survey within the Borough Life magazine returned a 52% satisfaction rating, compared to the 39% response in the magazine in 2018-19, such as the award-winning iRecycleRight.

Council has increased the number of groups if supports to perform 'clean ups' in their communities to 62.

	2015-16	2016-17	2017-18	2018-19	2019-20
% satisfaction with the level of cleanliness of the Borough	55% Borough Life	43% Borough Life 62% Face-to-face	39% Borough Life 68% Face-to-face	63% Borough Life 79% Face-to-face	52% Borough Life N/A Face-to-face
Fixed Penalty Notices Issued (litter & dog fouling)	191	44	65	164	102
Support In Kind Groups supported	N/A	24	26	53	62
Number of clean ups supported	25	31	37	62	87

Overall Assessment of Performance

Improvement objective 3: We will increase overall customer satisfaction by using technology to increase accessibility to information and services.

The Council recognises the importance of customer service for the delivery of our services and it is critical we continue to do in a relevant and targeted way, based on their needs and preferences.

Significant progress continues to be made in the introduction of customer-facing digital services, with a 37% increase from 27 in 2018-19 to 37 in 2019-20, this follows a considerable investment by the Council in a new digital platform.

The new ANBorough Residents app attracted 7,255 downloads and visits to the corporate website rose to 2,633,410 (1,068,250 : 2018-19) and offers improved accessibility to our customers.

Greater flexibility and optimisation of service delivery has seen the number of online transactions made by our residents increase from 158,665 (2018-19) to 237,976 (2019-20).

Satisfaction with digital services offered by the Council reached 88%, an increase from 79% in 2018-19.

	2015-16	2016-17	2017-18	2018-19	2019-20
Satisfaction - overall Council services	74%	70%	70%	84%	89%
Satisfaction - quality of information on the Council's website	N/A	57%	68%	70%	97%
Number of digital services	14	21	23	27	37
Visitors to corporate website	527,000	778,558	911,586	1,068,250	2,633,410
Number of online transactions	41,050	72,011	106,718	158,665	237,976

Overall Assessment of Performance Corporate Improvement Plan 2019-20

Improvement objective 4: We will increase the number of people who use our leisure centres.

The Council recognises the important role that leisure centres play in our society, particularly for mental and physical well-being within the Borough, and has continued to attract residents and visitors to access facilities. Further investment in 2019-20 included the installation of new fitness equipment in Sixmile Leisure Centre and the revamp of the main receptions, including new access control systems, in our three biggest centres. Throughout the year we have continued to engage residents of all health backgrounds.

The previous successes of our More membership scheme continued as a new record for paying members was set at 10,014. It was 9,045 in 2018-19.

The number of users/visits to our six leisure centres also increased significantly, rising from 1,803,616 to 2,194,952.

Whilst the number of participants in our Everybody Active programme declined slightly from 2018-19 this reflected data entry issues due to the COVID-19 epidemic,

The introduction on Listen360 enabled the Council to improve interaction with customers, and recorded an increase in the Net Promoter Score from 52% to 53%, both considerably higher than industry averages.

	2015-16	2016-17	2017-18	2018-19	2019-20
Users of our leisure centres	1,023,296	1,158,405	1,335,900	1,803,616	2,194,952
Number of paying members	4,778	5,180	7,178	9,045	10,014
Everybody Active participants	7,266*	6,645	8,573	6,013	5,849
Patients supported through MacMillan Move More Scheme	N/A	N/A	96	139	192

* Active Communities

Overall Assessment of Performance

Improvement objective 5: We will encourage entrepreneurship across the Borough.

The Council continues to deliver a wide range of economic development initiatives and programmes for existing and new businesses in the Borough.

The statutory target of 80 jobs has been exceeded during each of the past five years and in 2019-20 106 jobs were promoted.

	2015-16	2016-17	2017-18	2018-19	2019-20
Jobs Promoted via start up activity	89	92	83	105	106

Improvement objective 6: We will increase the speed with which we pay suppliers.

The Council is aware of the importance of cash flow to businesses, particularly small businesses, and has continued to review processes to ensure that suppliers receive payments more quickly.

Progress has been made throughout the past five years, with 10 day performance consistently above average. Resourcing and IT issues impacted upon the improvements in 2018-19 but these have been addressed and 2019-20 saw a return to progress towards achievement of targets.

Antrim and Newtownabbey Borough Council comparison with average for 11 Northern Ireland councils.

	2015-16		2016-17		2017-18		2018-19		2019-20	
% paid within 10 working days	48%	47%	50%	49%	70%	47%	64%	52%	70%	56%
% paid within 30 calendar days	73%	79%	83%	84%	86%	82%	82%	86%	86%	87%

Overall Assessment of Performance Corporate Improvement Plan 2019-20

Improvement objective 7: We will increase staff attendance levels across the Council.

The Council continues to closely monitor and manage attendance and has constantly strived to deliver improved performance over the past five years.

The number of days lost per employee was reduced to 12.41 days (13.73 days : 2018-19) against a target of 13 days.

The number of employees achieving 100% attendance rose to 59% (57% : 2018-19) and this continues an upward trend from 48% in 2015-16..

	2015-16	2016-17	2017-18	2018-19	2019-20
Average number of days lost per employee	12.12	14.36	11.88	13.73	12.41
% staff with 100% attendance	48%	53%	53%	57%	59%

Improvement objective 8: We will improve the physical environment of the Borough.

£6.8 million of capital development work was completed in 2019-20.

The intended survey schedule for the year was impacted by the COVID-19 epidemic, however a completed survey did report 92.5% end user satisfaction with work completed.

Overall Assessment of Performance Corporate Improvement Plan 2019-20

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 2019-20.

The Council promoted 106 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 conclusion of cases within the two statutory targets for Enforcement as well as 1st for the proportion of local applications processed within target.

Considerable improvements have been made across all Council services.

91 self-imposed indicators and standards were selected in 2019-20, achieving a success rate of:

- **67** were either fully achieved/achieved.
- **11** were substantially achieved.
- **8** were partially achieved.
- **5** are not yet available.



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Introduction

Performance
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Overall Assessment of Corporate Improvement Plan Arrangements 2019-20

The effectiveness of the Corporate Improvement arrangements are demonstrated in pages 5 – 8, which detail how the Council has ensured the most effective arrangements are in place for exercising general responsibilities and the delivery of services. Furthermore, it illustrates how an improvement framework of strategies (see page 5) along with plans and processes makes the best use of available resources to meet the needs of residents, visitors and businesses.

Monitoring and assessment of these arrangements, and the attendant results, are robustly provided as per the Performance Management Timetable on page 6. Quarterly progress reports are submitted to the Corporate Leadership Team and Audit Committee where they are subject to scrutiny and challenge to ensure that results are assessed for performance and any risks are evaluated. Where any concerns have arisen, details are provided to further planned improvements to address them.

They will then be approved at a Council meeting.

All processes are also reviewed on an annual basis by the Council Internal Audit service.

Corporate Plan 2019-2030

The following section of this self-assessment report, outlines progress during 2019-20, towards the strategic objectives and measures which are outlined in the Corporate Plan for 2019-2030.

This fulfils the Council's statutory duty to report on performance in relation to the 'General Duty' in discharging its responsibilities under Section 84, including an assessment of the effectiveness of the continuous improvement arrangements.

Indicators of success are detailed overleaf.

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 the 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

PLACE



64% of residents feel **proud of their surroundings** (79% : 2018-19).

In the Northern Ireland **Environmental Benchmarking** Survey we retained **Platinum**, and are the only Council in Northern Ireland at this level (Platinum : 2018-19).

We increased the number of **Green Flag** accreditation across Council sites to **19** flags (17 flags : 2018-19).

The Council continues to take Environmental Management seriously and has retained the standard **ISO14001** and is currently developing a Local Biodiversity Action Plan.

The Council delivered a comprehensive programme of work to support **environmental cleanliness** to include:

- 663 warning signs were erected for littering, dog fouling and illegal dumping offences (475 : 2018-19).
- 102 fixed penalty notices were issued for dog fouling and litter (164 : 2018-19)
- 420,000 dog waste bags were distributed (185,000 : 2018-19).
- 2,906 enforcement patrols were undertaken throughout the Borough (2,879 : 2018-19).
- Our 'Support in Kind' scheme helped 62 groups (53 : 2018-19) to complete 87 clean ups (62 : 2018-19).

88% of residents who were surveyed believe that Antrim and Newtownabbey is a **safe place** to live (88% : 2018-19).

99% of businesses in the Borough have a Food Hygiene rating of between 4 and 5 (98% : 2018-19).

The Health and Safety team carried out proactive inspections in **52.5%** of premises in the Borough (62% : 2018-19).

100% of Energy Performance Certificates were compliant at point of sale/rental (100% : 2018-19).

100% of Energy Performance Certificates were compliant at point of sale/rental (100% : 2018-19).

76% Display Energy Certificate were compliant. (78% : 2018-19).

The Council carried out **9,735** building regulation inspections (10,278 : 2018-19).



The Council **continues to invest** in regeneration projects for our towns, villages and neighbourhoods:

- Completed **£6.8 million** worth of capital projects (£2.89m : 2018-19).
- The Council delivered **2** Village Improvement schemes (5 : 2018-19).
- **£928,059** of grant assistance for regeneration projects for our towns, villages and neighbourhoods through the NI Rural Development Programme (£801,165 : 2018-19).
- Secured **£178,885** for village improvements (£95,665 : 2018-19).

100% of emergency incidents were responded to within 30 minutes.



Planning is about shaping the future of our Borough and achieving the right development in the right place at the right time. When planning powers transferred to Councils in April 2015, the Council's aim was to ensure that Antrim and Newtownabbey would have an efficient planning process that promotes positive development and sustainable growth.

The Council met all the statutory performance targets for planning in 2019-20, one of only two Councils to do so.

747 decisions on planning applications were issued during the year (743 : 2018-19) with an overall approval rate of 94.8% (94.5% : 2018-19). 87 decisions were taken by the Planning Committee itself, which equates to almost 12% of the total.

During 2019-20 the Planning Appeals Commission decided 19 appeals relating to planning decisions taken by the Council. The Commission allowed 6 appeals and upheld the Council's decision in 13 cases. This equates to some 32% of appeals being allowed in the Borough well below the Northern Ireland average of 41%.

Processing times for Planning. Major 24.6 weeks (24.4 weeks : 2018-19), Local 9.4 weeks (12.4 weeks : 2018-19), Enforcement 7.0 weeks (11.8 weeks : 2018-19).

The Council processed 12 major applications to conclusion (14 : 2018-19), 7 were approved, 3 refused and 2 withdrawn, achieving 58.3% within 30 weeks and thereby exceeding the statutory target of 50%.

Amongst the major investment applications successfully delivered on time during the year were a distribution and logistics depot on the Doagh Road, Newtownabbey as well as several commercial schemes forming part of ongoing development proposals at the Junction in Antrim and at the Abbeycentre, including the recently approved Airtastic facility proposed for the vacant Toys R Us premises. New tourist accommodation was also given the green light at both the Ramble Inn and the Five Corners Guest Inn.

It is estimated that these schemes alone will deliver some **£10 million of investment into the Borough.**

In addition, several significant housing schemes were approved this year, including proposals at New Mossley and Rathfern that will greatly assist in meeting social housing needs in these areas.

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



The Council also monitors the supply of land available for economic development to ensure an ample supply of at least years worth remains available across the Borough.

As part of the delivery of the Council's new **Local Development Plan**, a draft Plan Strategy was formally launched on 28 June 2019 and made available for public representation.

This contains a clear vision for promoting Antrim and Newtownabbey as a Place of Economic Opportunity, a Place that is Vibrant and Liveable, and a Place with a Sustainable Future.

It further sets out our ambitions and policies for employment, infrastructure, housing and sustainable growth following extensive consultation with residents, businesses and statutory partners.



PEOPLE



We had an increase of over 20% in the number of users at our leisure centres, rising to **2,194,952** (1,803,616 : 2018-19).

The number of paying leisure members reached **10,014** (9,045 : 2018-19).

5,849 people took part in our Everybody Active programme (6,013 : 2018-19). This included over **400** people attending our Physical Activity Referral Scheme and **20** participants on our Healthier Me programme.

192 patients were supported through MacMillan Move (139 : 2018-19).

There were **107,652** users of our community centres (120,013 : 2018-19).

The Net Promoter Score, an important tool for gauging how much users recommend a service, for our leisure centres was **53%** (52% : 2018-19).

88% of residents expressed their satisfaction with Council Parks and Open Spaces (88% : 2018-19).

The Council continues to support and provide funding to Community Advice Antrim and Newtownabbey during 2019-20 and **28,939** clients were supported (28,163 : 2018-19) with **£5,187,479** worth of benefits taken up as a result of advice (£6.3m : 2018-19).

There were **185** participants in capacity building programmes (104 : 2018-19).

£265,401 was offered as part of the Community Grant Scheme (£279,981 : 2018-19).

Leisure grants totalling **£86,464** (£168,700 : 2018-19) helped **161** local individuals, sports clubs, groups and governing bodies.

18 elite athlete bursaries were offered to local sportspeople (14 : 2018-19).

The Affordable Warmth programme helped **267** referrals (337 : 2018-19).

The support of the Public Health Agency enabled us to issue **520** Keep Warm packs to vulnerable people (520 : 2018-19).

£187,000 of Oil Stamps were issued (£175.5k : 2018-19).



78% of residents believe that Community Relations are good (85% : 2018-19).

Satisfaction with overall Council services reached **89%** (84% : 2018-19).

91% of those surveyed were positive about the accessibility to Council facilities, events and services.

37 of our services are provided digitally (27 : 2018-19).

The number of online transactions rose by nearly 50% to **237,976** (158,665 : 2018-19).

Our new ANBorough Residents App had **7,255** downloads.

There were **55** consultations carried out (47 : 2018-19) with **7,068** respondents (7,257 : 2018-19).

The number of followers on Twitter rose to **8,853** (7,788) and on Facebook **22,260** (16,089 : 2018-19).

The Council website received **2,633,410** visits (1,068,250) and users reported a **97%** satisfaction with the quality of information on the site (70% : 2018-19).

Satisfaction with digital services was rated at **88%** (79% : 2018-19).

89% of residents were satisfied with the Council's Waste and Recycling Service (85% : 2018-19).

We continued to increase the amount of household waste that is recycling, reaching **57.1%*** (56.1% : 2018-19).

102,267* tonnes of municipal waste was collected (98,224 : 2018-19).

The Council sent **10,988*** tonnes of biodegradable waste to landfill (11,622 tonnes : 2018-19). This represented 64.45% of our allowance.

*unvalidated figures.



During 2019-20 we achieved or retained a number of awards and accreditations, demonstrating community achievements and excellence in customer and service quality standards with 46 being achieved or shortlisted. Some examples are:

- All six of our leisure centres are QUEST certified.
- ISO14001 Environment Management certification.
- 19 Green Flag awards.

We are proud that our towns and villages achieved the following awards:

- Merville Garden Village was the Best Kept Large Housing Area (Best Kept Competition - NI Amenity Council).
- Ballynure was the winner Small Village (Ulster In Bloom) and runner-up Best Kept Small Village (Best Kept Competition - NI Amenity Council).
- Randalstown won Gold in Small Town Category (Britain in Bloom/Royal Horticultural Society) and won Small Town (Ulster In Bloom).
- Antrim won Town (Ulster In Bloom) and Silver Gilt in the Town Category (Britain in Bloom/Royal Horticultural Society).

V36 was the public's favourite park in North Belfast (Belfast Live "Belfast Loves").

Antrim Castle Gardens won the Best NI Park (Fields In Trust) as well as being shortlisted for Best UK Park, and won the Authentic NI Experience of the Year (Site Based) in the NI Tourism Awards.

The Council is AccessAble Accredited and holds the Autism Impact Award.

APSE Awards – we were shortlisted in the best Health & Wellbeing Initiative, Best Workforce Initiative, and twice in the Best Service Team categories.

Our Food Safety Team won the Environmental Hero (Food Category) in the Chartered Institute of Environmental Health Awards.

We were a finalist in the Innovation & Technical Category of the Regulatory Excellent Awards.

In the Chartered Institute of Personnel and Development Awards the Council was shortlisted in the Best Health & Well-Being Initiative as well as the best Learning & Development Initiative (Public/Third Sector).



In the Chartered Institute of Public Relations NI Pride awards the Council won Gold and two silver awards for the iRecycleRight campaign.

The Rising Star Award was won in the Public Services People Managers Association.

We were shortlisted for three awards in the Northern Ireland Social Media Awards and were runner-up in the Best Influencer Campaign of the year, for iRecycleRight.

In the Northern Ireland Local Government Awards we were shortlisted for Best Local Authority Service Team, Best Initiative for a Councillor/Councillor Group and Employee of the Year.

Newpark Household Recycling Centre won Recycling Centre of the Year at the Plant and Civil Engineer Construction, Quarry and Recycling Awards. O'Neill Road Household Recycling Centre was shortlisted.



PROSPERITY



Funding of **£426,043** to rural businesses through NI Rural Development Programme (GROW) has been committed to **11** projects (46 : 2018-19) and is expected to create **28 jobs** (104 : 2018-19) over the next two years.

15 local businesses have received **£47,100** in funding to Tackle Rural Poverty and Social Isolation.

Capital development investment of **£6.8 million** (£2.89m : 2018-19) delivered 15 projects. 29 projects were progressing to full delivery, with a total budget of **£18.95 million**.

106 jobs have been created through the Go For It programme (105 : 2018-19).

176 businesses were assisted to develop/expand their operations through Council operated/funded programmes (154 : 2018-19).

15 social enterprises were developed.

The Council supported Invest NI in bringing **£5.2m** of investment support in to the Borough along with **127** inward investor visits.

52,414 people attended performances within our theatres (61,100 : 2018-19) and satisfaction was rated at 4.65 out of 5 (4.27 : 2018-19).

The Enchanted Winter Garden had **84,036** people attending (60,736 : 2018-19).

Our arts and cultural heritage sites attracted **586,814** visitors (521,616 : 2018-19).

Overall satisfaction with Council run large scale events was **4.02 out of 5** (4.5 out of 5 : 2018-19).

Our caravan parks had **3,819** bookings (3,876 : 2018-19) and attracted **9,632** visitors (9,479 : 2018-19).

PERFORMANCE



Our finances were managed in accordance with the requirements of the Local Government Finance Act (NI) 2011 and the Prudential code.

The Council received a **Certificate of Compliance** from the NI Audit Office for the Council's Performance Duty (pending November 2020).

The 2019-20 annual accounts were prepared (audit opinion pending November 2020).

15 Internal Audits (13 : 2018-19) delivered **90%** of the annual audit plan (100% : 2018-19) and **98%** of Internal Audit recommendations were implemented by completion date (87% : 2018-19).

We secured **£1.86m** of external funding for the Borough (£2.38m : 2018-19).

70% of creditor invoices were paid on time within 10 working days (64% : 2018-19).

86% of creditor invoices were paid on time within 30 calendar days (82% : 2018-19).

100% of minutes and audio recordings of Council were uploaded to the corporate website within agreed timescales (100% : 2018-19).

35 days training were provided for Members through the Member Development Working Group's Training and Development Action Plan (101 : 2018-19).

We secured **£1.85m** of external funding for the Borough (£2.38m : 2018-19).

Employee engagement levels were **85%** (84% : 2018-19).

100% jobs on new structures have been filled (85% : 2018-19).

99% of staff have a Personal Review and Development Plan (99% : 2018-19).

901 days were spent on employee training (1,314 : 2018-19).

522 officers and **33** Elected Members attended training events.

42 employees and **4** Elected Members were on accredited and/or development programmes (50 : 2018-19).



The Council promotes a positive health and wellbeing culture and **339** staff attended events during the year.

Satisfaction with our iManage/iSupervise programme was **91%** (85% : 2018-19).

We supported continuing professional development for Elected Members by achieving Charter Plus accreditation.

Average number of days lost per employee was reduced to **12.41 days** (13.73 days : 2018-19) and **59%** of our staff had 100% attendance levels (57% : 2018-19).

There were no major reportable health and safety incidents within the Council.

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 several 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. In addition meetings of the Council and its Committee are open to the public, except for 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.

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