



**CORPORATE
RECOVERY AND
IMPROVEMENT
PLAN**

2022-23

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



| FOREWORD

This document presents our Corporate Recovery and Improvement Plan for 2022-23. The Council continues to have high ambitions for our residents. We are committed to ensuring that the Borough not only recovers from the pandemic, but that it continues to develop and grow, and to be a place where people choose to invest, work, visit, learn and live in.

The Vision set out in our Corporate Plan remains our guiding principle. To be, "A progressive, smart and prosperous Borough. Inspired by our people. Driven by ambition."

To realise this Vision, the Council recognises that it must work in collaboration with others, particularly our Community Planning partners under the framework of our Love Living Here Community Plan.

The Pandemic has impacted on our pursuit of the long-term objectives set-out in those two key strategies, but they remain our focus.

In addition, our Local Development Plan will provide a spatial framework to support the future economic growth and social needs of our Borough.

The Council's response to the pandemic was prompt and effective. We ensured that essential services continued to be delivered to a high standard including waste collection, street cleansing and bereavement services. Since the height of the pandemic we have worked in partnership to deliver a focused, sustainable and inclusive recovery, delivering a portfolio of key support services to businesses in the Borough. We continually seek to maximise our contribution to the health and well-being of our residents through a programme of activities in our Parks and Open spaces, Leisure, and Arts and Cultural services.

This Plan, provides a snapshot of some of the good work which the Council has achieved to support the recovery of the Borough. It illustrates how we have focused on public safety, maintained essential service delivery, maximised opportunities for community capacity building and invested in local businesses and the regeneration of our Towns and Villages. The Plan also illustrates the Council's success in attracting new investment and jobs to the Borough.

While we are still operating in a period of uncertainty, the Council is ambitious and this Corporate Recovery and Improvement Plan will guide and assist us in working towards the goals and ambitions we have already committed to.

We have set ourselves a range of challenging performance targets which are summarised in Appendix 1. We are also committed to improving our performance in a number of key

areas and these will be scrutinised by the Northern Ireland Audit Office under Part 12 of the Local Government Act (Northern Ireland) 2014 (Appendix 2). We are also subject to a number of Statutory Performance Targets set through the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 (Appendix 3).

We will review the Plan on a regular basis in line with the resources available to the Council and to make sure that it meets the needs of our residents, visitors, businesses and investors and reflects the priorities of the Northern Ireland Executive.

This Corporate Recovery and Improvement Plan is our roadmap to make sure we rejuvenate our places, support our people and re-build for prosperity.



A handwritten signature in black ink, appearing to read 'Stephen Ross'.

ALDERMAN STEPHEN ROSS
Mayor of Antrim and
Newtownabbey Borough Council



A handwritten signature in black ink, appearing to read 'Jacqui Dixon'.

JACQUI DIXON BSC MBA
Chief Executive

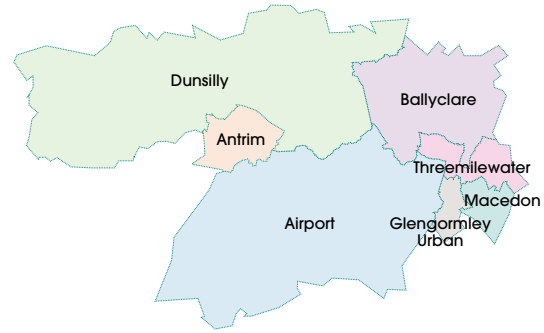




Your Councillors

KEY ABBREVIATIONS

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



Airport District Electoral Area (DEA)

COVERS ALDERGROVE, CLADY, CRUMLIN, MALLUSK AND TEMPLEPATRICK.



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DEPUTY MAYOR

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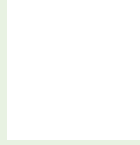
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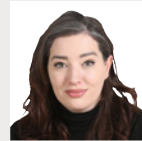
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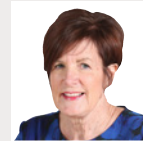
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MAYOR



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| Our Recovery – Progress So Far

| Recovery Progress – Place



Capital Projects

19
projects completed within
the past twelve months -
value of over
£2.8m

Best Kept Garden

121
applications - the
highest ever



Installed
125
bicycle stands at
36
locations

85%
satisfaction with the
attractiveness of
our Borough

Green Flags
22
awarded

89%
satisfaction with
the appearance of
our parks and open
spaces



Ulster in Bloom awards

2
first place and a second place awards,
as well as a special recognition award

Cleaned up

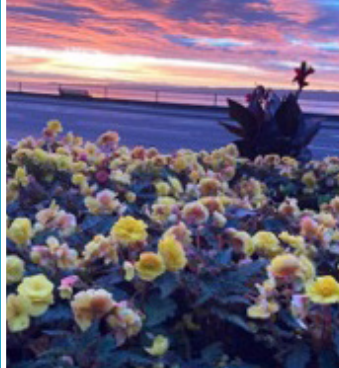
653

fly tipping incidents
per year

Supported

104

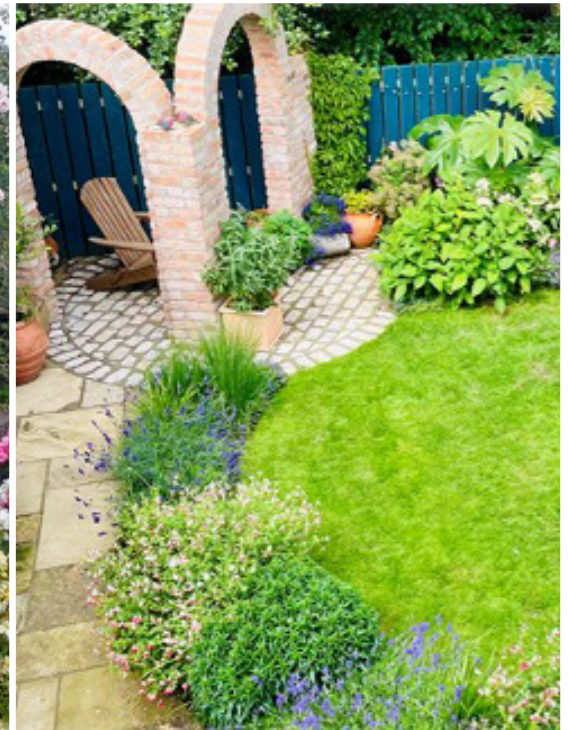
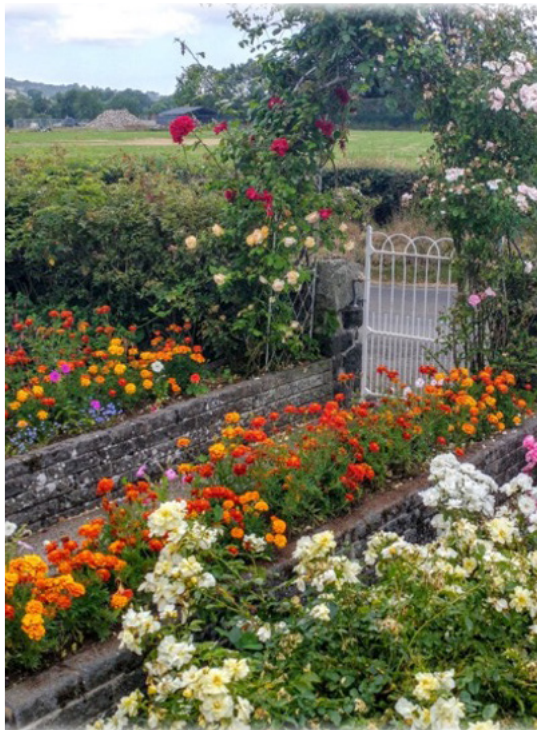
clean-ups by local
groups



Carried out

16,984

free bulky waste
collections per year



Cleaned up

1,200

miles of roads,
paths and parks
per year



Empty over

1,400

bins regularly

| Recovery Progress - Prosperity



Invested
£238k
in local businesses
under the Direct
Investment Policy



Secured over
£5.1m
investment from the
Leveling Up Fund

Tourism
Challenge Fund

12
initial concept
proposals under review



£200k
invested in local
social enterprise
workspace
development

£442k

secured for the delivery of Antrim and Newtownabbey Labour Market Partnership



Secured

£776k

funding from DFC, DFI and DAERA for the NI Small Settlements Scheme



Continued delivery of the

£1.1m

Regional Digital Transformation Programme supported by NI Council's, ERDF and Invest NI

Planning

- decided 8 major planning applications
- decided 852 local planning applications
- closed 412 enforcement cases



Recovery Progress – People



Delivered
£8.45m
of benefits through
Citizen Advice Antrim
and Newtownabbey for
42,051 clients

Supported
6,000
active volunteers in
350 active groups
with **£752k** of
funding dispersed



145
referrals through
the Affordable
Warmth Scheme

Delivered
£106,960
of funding to local
youth groups

Made
1,114
follow up phone calls
and letters to Boiler
Replacement, Cavity Wall/
Loft insulation, replacement
Windows enquiries

Provided
£986,686
of COVID-19 financial
support funding to
the community



Provided
£39.5k
of funding to
41
community groups for NI
Centenary celebration
events

Assisted
38
Neighbourhood Watch
schemes to safeguard
2,200
homes

<p>29,938 downloads of the ANBorough Resident App</p>	<p>Our leisure classes had an 86% uptake</p>	<p>17 events in Mossley Mill Civic Centre square sold 1,464 tickets</p>	<p>9 projects benefited from £94k of funding in the Centenary Shared History Fund</p>
<p>Serviced 652,593 online transactions</p>	<p>10,328 people have MORE memberships</p>	<p>119k people attended the Enchanted Winter Garden</p>	<p>Distributed 29,330 Lateral Flow Testing kits to 487 businesses</p>
<p>Helped customers with 15,659 Live Chats and 163,129 phone calls</p>	<p>1,301,855 users visited our leisure centres</p>	<p>6,754 people attended ticketed events in Antrim Castle Gardens</p>	<p>Assisted the Northern Trust and the Public Health Agency to roll out 24 vaccination clinics</p>
<p>Had 233,521 engagements from 11.6m impressions on social media</p>	<p>29,001 Theatre tickets sold</p>	<p>Christmas Switch On events attracted over 10,000 attendees and 44,516 online views</p>	<p>Offered 121 Lateral Flow Test clinics for staff and Elected Members</p>

| Our Commitment

We will implement key strategic actions that will drive recovery and growth within Antrim and Newtownabbey in order that it continues to be a place to invest, learn, work, visit and live in. Our actions will benefit all parts of our Borough and we will continue to engage collectively with other stakeholders to ensure a focussed, sustainable and inclusive recovery for everyone.

We will:

- Provide civic leadership and work with our partners to improve the quality of life for our residents.
- Engage with Central Government Departments, the private sector and other stakeholders to accelerate our economic recovery.
- Attract investment by promoting key employment locations within the Borough and ensure that our infrastructure can attract sustainable investment and create new job opportunities.
- Support our existing businesses to protect existing jobs and create new employment opportunities.
- Assist, upskill and reskill our residents to make sure that they can take advantage of the employment opportunities that we will create.
- Revitalise our Town Centres, Villages, Parks and Open Spaces by ensuring they are welcoming, safe, vibrant and connected places.
- Continue to deliver high quality essential services and re-open those facilities currently closed due to restrictions safely and in line with government guidance to ensure public safety and confidence.
- Recover our Leisure, Community and Arts and Culture services to meet customer needs and reintroduce programmes of activities and performances.
- Continue to improve our Tourism attractions, activities and large scale events to provide entertainment to local residents and attract more visitors to the Borough.
- Implement an investment programme to improve Council facilities.
- Communicate clearly with our residents and ensure high standards of customer service.
- Continue to demonstrate our commitment to improving the environment to secure a sustainable future by reducing our carbon foot print through the implementation of our Climate Change Action Plan.
- Maximise levels of external funding available to the Borough to support our strategic actions.

| Vision and Mission

Our Vision

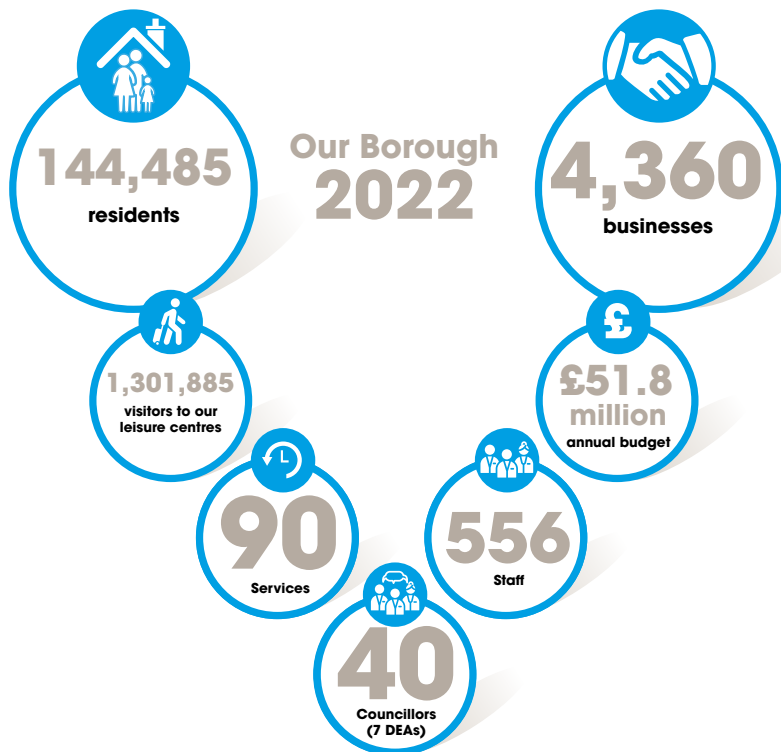
"A progressive, smart and prosperous Borough. Inspired by our people. Driven by ambition."

Our recovery and improvement framework is centred on three themes of:

- Place
- Prosperity
- People

Under each theme, we have firm commitments which reflect how we will lead and support our residents and businesses.





Underpinning these themes are our corporate values and the approach we will use to guide us during this process. These describe our ways of working that will support our pathway through the recovery process:

Excellence

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

Integrity

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

Commitment

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

Responsibility

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

Our Partnerships

We recognise that we must work in genuine partnership with a wide range of stakeholders, co-designing solutions through both existing and new structures to achieve maximum results using all the resources and policy initiatives available to rebuild our communities and stimulate our economy.

Understanding local issues and needs will be vital to shaping our recovery and ensuring that no-one is left behind. Among many partnerships, the Community Planning process provides a vehicle for collaboration and we are committed to streamline services across the public sector delivery and share resources.

We will collaborate and work with every part of government to ensure that we exceed the economic forecasts and protect existing and create new jobs.

Our Resources

We will continue to lobby for and attract additional funding to deliver the priorities set out in this Plan, aligning these to other strategic funds and opportunities. An immediate extension of place and regeneration powers to Councils would be transformative in ensuring the strong recovery of local areas and in particular our Town Centres and Villages.

We will continue to support the health, safety and welfare of our Elected Members and Staff and we will work collaboratively to ensure that robust programmes are in place to support the return to 'normal' working arrangements. We will continue to maximise the use of digital solutions to empower, transform and be an agile workforce.

Our Investments

We remain focussed on maximising the opportunities for our Borough which will be realised through investment and collaboration on major interventions such as the Belfast Region City deal, UK Treasury and Levelling Up Funds. We will continue to invest in our facilities and services ensuring that we deliver high quality Council facilities and improve access for people, communities and businesses in the Borough.

We will ensure that we deliver value for money on all spending and will continue to support local suppliers with prompt payments, and ensure that local companies have access to procurement networks and opportunities to bid for public sector procurement contracts to assist further economic growth within our Borough.

Our Communication

We will communicate regularly and openly with our residents, using a variety of channels including local press, Borough Life Magazine, Website, Citizens App, Social Media and our Customer Service Agents. We will also ensure we provide information in accessible formats and in minority languages to meet everyone's needs.

Our Digital Plan

We will continue to be transformative and leading edge in our approach to digital solutions. Working in partnership, we will invest in our digital infrastructure to facilitate job creation and attract new investment and Entrepreneurs.

Our Sustainability

For our recovery to be credible, it must have sustainability at its core. We will monitor the Council's environmental impacts and introduce sustainability in daily service delivery. We will protect and enhance our Open spaces and environment, and seek to benchmark this work through respected accreditations.

Our Governance

We will continue to adhere to the highest standards of governance, maintaining our Council oversight structures and meeting all our statutory duties for audit and accountability.

Our governance framework will ensure that the commissioning and delivery of projects and improvements identified in this Plan are achieved. Our Elected Members are a key part of this governance framework and it is their responsibility to ensure that progress is achieved against our various performance indicators.

| Recovery and Improvement

The impact of the pandemic is yet to be fully understood and the needs of our businesses and residents may change as new challenges emerge. The commitments we have outlined are wide ranging and we will monitor our progress and performance as we put them in place. We will work alongside our local communities, partners and stakeholders to ensure that they have meaningful input to our Plan as it is implemented and reviewed.

Together, we will recover, renew and rebuild our Community and Economy and emerge a more green, resilient and prosperous Borough.

We are under no illusions about the size and scale of the challenge ahead of us, but working constructively with our partners, and our people, we are confident to set improvement targets for customer service, leisure, attendance and prompt payments and deliver on our statutory targets for waste, planning and economic development. In this period of recovery we will continue to monitor internally all service areas, striving to achieve pre-Covid performance.

The Council's Recovery and Improvement Plan 2022-23 sets out what we will do in the year ahead to deliver on our statutory duty, as listed in Part 12 of the Local Government Act 2014. These 'duties' relate to sections 84(1), 85(2) and 89(5) of the Act, whereby the Council has a statutory responsibility to make arrangements to:

- secure continuous improvement;
- secure achievement of its improvement objectives; and

- exercise its functions so that any Departmental specified standards are met.

'Improvement' in the context of the Act means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of an organisation. Improvement for the Council means activity that enhances the sustainable quality of life and environment for ratepayers and communities.

The Recovery and Improvement Plan provides a rationale for why we have chosen our improvement objectives and details the expected outcomes. Each objective has been framed so as to bring about improvement in at least one of the specified aspects of improvement as defined in Section 86 of the Act: Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Efficiency and Innovation.

Our Plan covers a broad range of business areas that will contribute to the sustainable, social, economic and environmental well-being of the residents of the Borough, delivering in terms of the recovery of our Borough and improvements for our citizens and ratepayers.

Central to Antrim and Newtownabbey Borough Council's approach to performance management and improvement is the achievement of our shared Community Planning vision:

“Antrim and Newtownabbey is a resilient, socially responsible community where citizens enjoy a high quality of life.”

| Arrangements to Secure Continuous Improvement

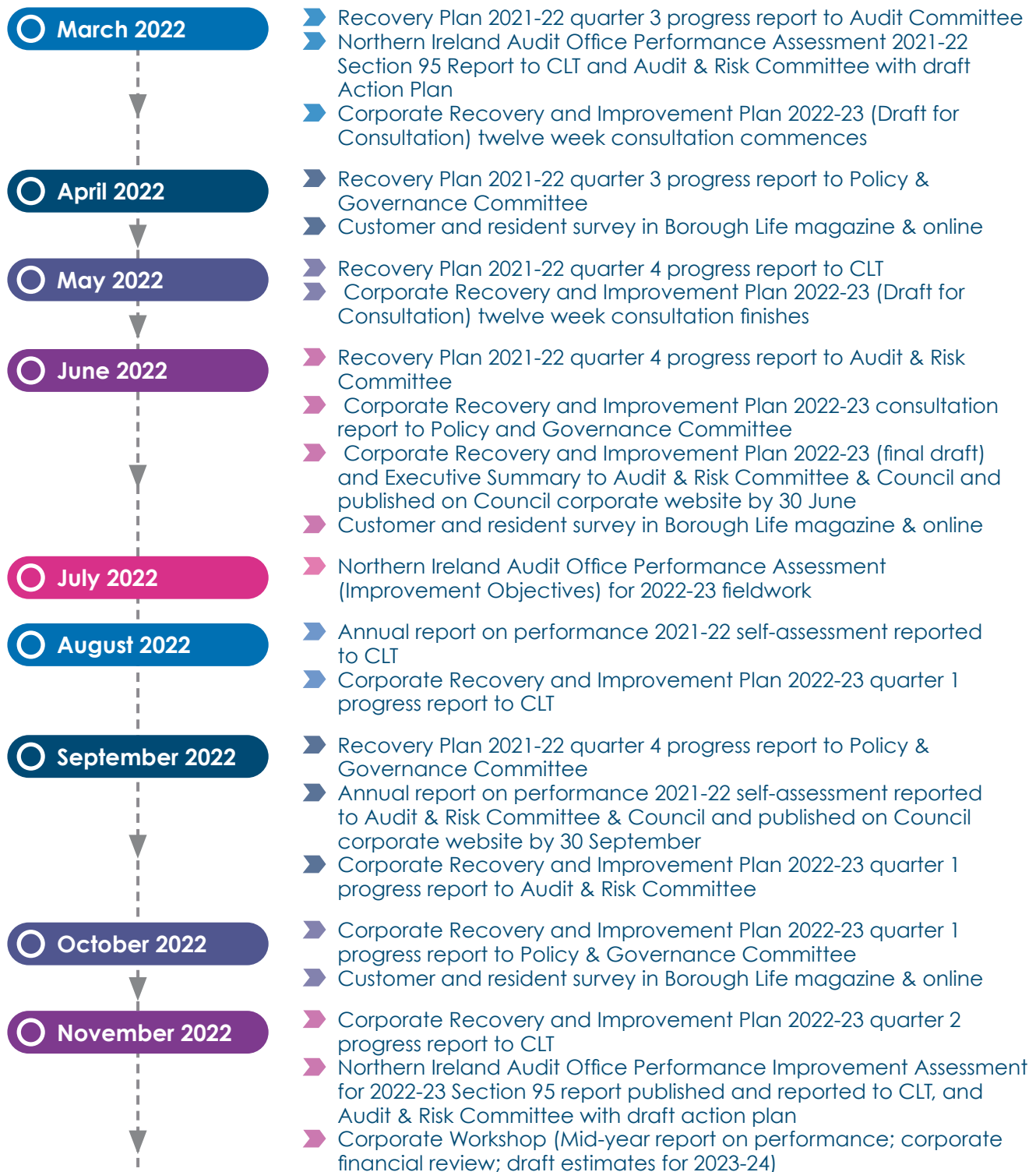
The Council has put in place arrangements to support performance management and improvement which will drive and provide assurance that we are delivering on our vision, shared outcomes and improvement objectives. The Council recognises that an effective approach to performance will achieve a shared understanding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

Figure One, illustrates our strategic performance framework demonstrating how the Council's strategic objectives are cascaded throughout the organisation.



PLEASE NOTE this Framework will be reviewed and may be changed as required

Corporate Recovery and Improvement Plan 2022-23 Consultation Process and Reporting Timetable



December 2022

- Corporate Recovery and Improvement Plan 2022-23 quarter 2 progress report to Audit & Risk Committee
- Northern Ireland Audit Office Performance Improvement Assessment Report 2022-23 to CLT and Audit & Risk Committee with draft Action Plan
- Corporate Improvement Plan 2023-24 (Draft for Consultation) report to CLT

January 2023

- Corporate Recovery and Improvement Plan 2022-23 quarter 2 progress report to Policy & Governance Committee
- Corporate Improvement Plan 2023-24 (Draft for Consultation) report to Policy & Governance Committee and Council
- Corporate Improvement Plan 2023-24 (Draft for Consultation) 12 week public consultation begins

February 2023

- Strike The Rate
- Corporate Recovery and Improvement Plan 2022-23 quarter 3 progress report to CLT

March 2023

- Corporate Recovery and Improvement Plan 2022-23 quarter 3 progress report to Audit & Risk Committee

April 2023

- Corporate Recovery and Improvement Plan 2022-23 quarter 3 progress report to Policy & Governance Committee
- Corporate Improvement Plan 2023-24 (Draft for Consultation) 12 week public consultation ends, with responses collated in a summary report to CLT, and Policy & Governance Committee
- Customer and resident survey in Borough Life magazine & online

May 2023

- Corporate Recovery and Improvement Plan 2022-23 quarter 4 progress report to CLT
- Election of new Council

June 2023

- Corporate Recovery and Improvement Plan 2022-23 quarter 4 progress report to Audit & Risk Committee
- Customer and resident survey in Borough Life magazine & online
- Corporate Improvement Plan 2023-24 (final draft) and Executive Summary to Audit & Risk Committee & Council and published on Council corporate website by 30 June

July 2023

- Northern Ireland Audit Office Performance Improvement Assessment for 2023-24 fieldwork

August 2023

- Annual report on performance 2022-23 self-assessment reported to CLT
- Corporate Improvement Plan 2023-24 quarter 1 progress report to CLT

September 2023

- Corporate Recovery and Improvement Plan 2022-23 quarter 4 progress report to Policy & Governance Committee
- Annual report on performance 2022-23 self-assessment reported to Audit & Risk Committee & Council
- Annual report on performance 2022-23 self-assessment published on Council corporate website by 30 September
- Corporate Improvement Plan 2023-24 quarter 1 progress report to Audit & Risk Committee

| Recovery of our Borough

| Place

We aim to improve the attractiveness of our Borough as an integral part of our recovery process.

Recent restrictions have transformed how our residents use the Council's Parks and Open spaces for recreation, leisure and enjoyment. People have also changed their behaviours in the way that they shop and travel and we are all more aware about our impact on our environment.

To achieve this, we will commit to the following:

- Invest in our Towns and Villages by improving vacant properties and creating vibrant award winning spaces through the use of planting programmes, public art projects, improved lighting and other environmental improvements.
- Lobby the Department for Communities for the transfer of regeneration powers and resources to further invest in our Town Centres in the future.
- Promote active travel by extending our path networks and introducing new bike hire and bike parking facilities to encourage our residents to walk and cycle for leisure, recreation and to commute to work and school.
- Enhance and utilise existing public spaces for events and cultural activities including investment in our catering and visitor facilities, creating vibrant places for our residents and visitors to enjoy.
- Lobby for investment in the Borough's major infrastructure on transport, water and energy.
- Invest in energy efficiency improvements in Council properties and vehicles, accelerating the transition to low-emission/electric vehicles across our fleet and upgrading the electric charging points at Council buildings.
- Assess the solar energy pilot project at Sixmile Leisure Centre for implementation across the wider Council estate.
- Deliver a programme of general improvements across our Cemeteries.
- Explore opportunities for investment in new and improved play infrastructure where unmet demand is apparent or where improvements are required.
- Improve Community safety on Council property by investing in CCTV infrastructure and other measures to address antisocial behaviour including positive opportunities and programmes for young people.
- Continue to improve our street cleansing service by facilitating community clean ups and litter picking by residents and raising awareness through anti-littering and dog fouling awareness campaigns.

- Seek funding to assist and support residents to recycle more and introduce more bins in busy areas in the Borough to reduce littering and introduce a doorstep glass collection service in the Antrim area.
- Continue to look for opportunities to develop community allotments within the Borough.
- Prioritise our capital investment plans and accelerate those projects with the greatest potential to have a positive impact on the recovery of our communities and our economic prosperity.
- Advance the strategic development of the Steeple site in Antrim through the refurbishment of Steeple House, enhancement of the Round Tower and historic grounds and the creation of a new health hub in partnership with the private sector.
- Move the new Local Development Plan to the next stage for independent examination.



| Prosperity

We aim to support our economic recovery and attract investment

Businesses have been hugely disrupted by the COVID-19 pandemic. The Council recognises the challenges they are facing and will continue to provide support through a comprehensive portfolio of advice and funding.

We aim to engage with Central Government Departments, the private sector and other stakeholders to accelerate our economic recovery and attract investment in key employment locations within the Borough and ensure that our infrastructure can attract sustainable investment and create new job opportunities. We will support our existing businesses to protect existing jobs and create new employment opportunities and assist, upskill and reskill our residents to make sure that they can take advantage of the employment opportunities that we will create.

To achieve this, we will:

- Promote the Borough as an attractive proposition for international investment.
- Provide high quality, professional planning and business advice services to potential investors and expedite planning and building control applications and work with businesses to prioritise statutory inspections.
- Provide financial incentives to businesses in our key growth sectors to invest or expand in the Borough.
- Invest in new office and workspace accommodation especially in vacant properties in our Town Centres for small enterprises.
- Provide a comprehensive portfolio of advice, support and funding which meets the needs of local businesses to expand and create new employment opportunities.
- Provide funding to businesses to help them to trade online and offer 'click and collect' services.
- Invest in marketing and promotional campaigns, essential equipment, technology and outdoor infrastructure to support the Retail and Hospitality sectors to reopen and trade safely to attract more people to our Town Centres and Villages.
- Introduce a portfolio of support to assist businesses to address their skills requirements and introduce a new Labour Market Partnership in partnership with the Department for Communities.
- Invest in new Business start-ups.
- Invest in the growth of the social enterprise sector.
- Continue to support our Hospitality sector and facilitate the introduction of more outdoor services to assist with social distancing.
- Support local suppliers where possible and assist our businesses to secure public sector contracts.

- Maximise the benefits of the £1 billion investment from the City Deal to the Borough and in particular invest in the £90m iconic Factory of the Future at Global Point which will provide 1349 direct, indirect and induced jobs by 2030 and create important manufacturing supply chain opportunities for businesses across the region.
- Introduce temporary entertainment attractions which will bring more visitors to the Borough.
- Lobby for direct support for Belfast International Airport as the travel industry seeks to recover from the pandemic.
- Bring forward Town Centre and Village Masterplans putting the heart back into our Town Centres and Villages.
- Improve connectivity for our communities through investment in key broadband infrastructure across the Borough.
- Move towards a Circular Economy by continuing to reduce waste, optimise our use of resources and change consumer behaviour.



| People

The Council will take steps to ensure an inclusive recovery which will address the economic and social needs of our residents.

Our communities and residents have been most impacted by COVID-19 and we recognise the challenges and opportunities we need to address in the future.

To achieve this, we will:

- Continue to invest in advice services which offer support to those most in need in our Borough.
- Offer further financial support packages for community and voluntary organisations to help address poverty and many of the social, economic and environmental challenges ahead.
- Reopen our Leisure, Community and Arts and Culture facilities as soon as it is safe to do so and in line with government guidance.
- Continue to invest in high quality facilities, providing an exciting variety of Leisure fitness classes and Arts, Culture, Craft and Community activities for all ages and abilities.
- Recover our Leisure membership levels to pre-COVID levels to improve the physical and emotional wellbeing of our residents.
- Provide accessible Leisure facilities, Parks, Open Spaces, Community and Arts and Culture facilities and services, and Play parks to improve the quality of life of our residents.
- Continue to invest in providing attractive public and open spaces to improve the physical and emotional wellbeing of our residents.
- Work with our communities and partners to create safe, inclusive and shared places for our residents, whilst taking steps to address antisocial behaviour and invest in CCTV infrastructure to improve community safety on Council property.
- Put in place training and support to help our residents to upskill and reskill to access employment opportunities.
- Assist our schools, colleges, community groups and residents to improve their digital awareness.
- Develop, support and celebrate our volunteers.
- Provide an events programme for our residents across the Borough to include new positive opportunities and experiences for young people.
- Provide a new Crematorium, Garden of Remembrance and Columbarium.
- Improve communication with our citizens through quarterly publication of Borough Life Magazine for residents, Website, App, and Live Chat.
- Ensure that Community Centres contribute to community life and that they are managed in an economical way that maximises community involvement.

- Support residents to improve recycling by securing funding to help households better manage and separate waste items, including the introduction of a doorstep glass collection service in the Antrim area.
- Continue to address fuel poverty through the promotion of energy efficiency measures, affordable warmth assessments, promotion of fuel budgeting and oil stamp schemes for our residents.
- Continue to promote better nutrition and home growing of fruit and vegetables through programmes, providing allotments and supporting allotment holders.
- Inspire and empower our young people to engage in Community life and prepare them for future employment opportunities.



| Governance Framework and Performance Reporting

A Recovery and Improvement Performance Framework has been developed to ensure that the commissioning, delivery, problem solving and monitoring of identified objectives are achieved. Elected Members are a key part of this governance framework.

REPORTING ARRANGEMENTS

Formal reporting arrangements are in place to ensure the effective delivery of the Corporate Recovery and Improvement Plan 2022-23. Progress is monitored and reported on a quarterly basis to the Council/Committees and the Corporate Leadership Team.

An annual self-assessment of the improvement and statutory targets for each financial year is published on the Council's corporate website by 30 September of each year.

In addition, the Council commissions an internal audit annually to undertake a review of different aspects of performance improvement which reports to the Audit & Risk Committee.

The Northern Ireland Audit Office also reviews the processes and arrangements as part of the annual Performance Improvement Audit, which will assess compliance with legislative obligations within the Local Government Act (Northern Ireland) 2014, which also requires the Local Government Auditor to publicly publish their assessment annually.

Individual roles and responsibilities are as follows:

COUNCIL & COMMITTEES

The Council provides overall approval for the

Corporate Recovery and Improvement Plan. Reports are forwarded on a quarterly basis for monitoring the progress. Both Council and Committees provide a crucial role in terms of promoting innovation by challenging the status quo and encouraging different ways of thinking and options for delivery.

AUDIT & RISK COMMITTEE

The Audit & Risk Committee subjects objectives, targets, indicators, risks and performance to appropriate scrutiny, challenge and evaluation. It further reviews progress reports on a quarterly basis, providing scrutiny and challenge to results, as well as ensuring that evaluations are carried out of risks and assessments of performance. Furthermore, it holds responsibility to ensure that arrangements for good governance are in place and operating effectively and that systems are in place to secure continuous improvement in its functions. Performance is reviewed using a range of quantitative and qualitative measures, and where possible comparing to appropriate benchmarks.

COMMUNITY PLANNING

The Council has established a Community Planning Partnership and 'Support' Partners have also been appointed to reflect the priorities of the Corporate Recovery and Improvement Plan 2022-23. The Community Planning Partnership is complemented by 3 Outcome Delivery Groups:

- People
- Place
- Prosperity

The Community Planning Partnership meets on a bi-annual basis, with minutes noted at the Community Planning Committee.

To support the delivery of the Corporate Recovery and Improvement Plan 2022-23, Elected Members and officers have roles within seven District Elected Member Engagement Groups. Meetings are held three times annually.

The Community Planning Partnership, associated Outcome Delivery Groups and DEA Engagement Groups are embedded in the Council's Corporate Recovery and Improvement Plan.

CORPORATE LEADERSHIP TEAM

The Corporate Leadership Team (CLT) oversee delivery of the Corporate Recovery and Improvement Plan 2022-23, whilst quality assuring any proposals and resolving corporate issues as they arise. CLT report progress to Council/Committee and seek policy direction as required. Directors act as DEA Leads and have strategic influence throughout the organisation to ensure that the officers involved in the delivery of the recovery objectives obtain the necessary resources – HR, Finance & IT etc. to ensure ultimate success.

PROJECT MANAGERS AND PROJECT OFFICERS

A formal reporting structure has been developed and approved for project managers and officers delivering against the Corporate Recovery and Improvement Plan to report progress.

PERFORMANCE AND TRANSFORMATION TEAM

The Performance and Transformation team provide support for the performance management system and the recording, measurement and reporting of the results of the Recovery and Improvement Plan.

BENCHMARKING

The Council is an active member of the Association for Public Service Excellence (APSE), which works with over 300 councils throughout the UK to promote public sector excellence. This includes participation in the Performance Network, enabling the Council to compare our performance across a wide range of services and activities.

Council officers will continue to work with the Local Government Performance Working Group, Department for Communities and the Northern Ireland Audit Office to progress a benchmarking approach.

In addition to this, council officers benchmark and review best practice as part of the continuous improvement process.

| Consultation

Significant consultation and engagement has been undertaken throughout the community planning process to identify and understand community needs and priorities and to align these to community planning outcomes. In addition, throughout 2021-22, 24 consultations have been carried out with 4,878 respondents. This work has helped to inform the identification of Corporate Performance Indicators and Performance Improvement Targets for 2022-23, along with their associated implementation plans.

Alongside this, the Council provides a facility through its website for the submission of comments in relation to potential improvements.

The draft Corporate Recovery and Improvement Plan 2022-23 has also been reviewed and agreed by Elected Members who, through their local representative role, can test the relevance of the improvement objectives against local needs. Public consultation on the draft Plan took place from 7 March to 30 May 2022. The consultation was promoted on Council social media, and within the residents Borough Life magazine.

An analysis of the consultation responses was reported to the Policy & Governance committee in June 2022.

RECOVERY OBJECTIVES

Council identified 13 recovery commitments to support the recovery of the Borough

89% of respondents considered the 13 recovery commitments to be appropriate for the Borough.

IMPROVEMENT OBJECTIVES

Objective 1: We will recover our leisure services and encourage people to return to leisure centres

83% of respondents considered this objective as appropriate for the Borough.

Objective 2: We will achieve high levels of customer satisfaction

89% of respondents considered this objective as appropriate for the Borough.

Objective 3: We will maintain staff attendance levels across the Council

77% of respondents considered this objective as appropriate for the Borough.

Objective 4: We will increase the speed with which we pay suppliers

80% of respondents considered this objective as appropriate for the Borough.

Elected Members, identified and developed a range of performance improvement objectives and self-imposed Corporate Performance Indicators within the Corporate Recovery and Improvement Plan 2022-23, which were publicly consulted upon. In addition to this, key documents, namely the Corporate Plan, Community Plan and Local Development Plan remain our focus and direction of travel.

When identifying improvement objectives the Council works very closely with Elected Members, and through feedback from consultations and surveys, 'listens' to our customers and citizens.

Our medium term financial plan, performance data and benchmarking best practice are also key elements of the decision making process. We have reviewed and considered the outcomes in the draft Programme for Government in the context of this Plan.



| Appendix 1 – Corporate Performance Indicators

In this period of recovery we will continue to monitor internally all service areas, striving to achieve pre-Covid performance. These indicators will be reviewed and reported quarterly to Committee/Council, however do not form part of the Councils legislative duty (except as indicated).

■ Corporate Improvement Plan Objective ■ Statutory

ARTS, CULTURE, TOURISM AND EVENTS

INDICATOR	2019-20	2021-22	2022-23 Target
Number of attendees at Enchanted Winter Garden	84,036	119,000	120,000
% of attendees at Enchanted Winter Gardens from outside the Borough	77%	70%	70%
Net cost of Enchanted Winter Garden	£50k Net Cost	£100k Net Surplus	£100k Net Surplus
Number of attendees at Council flagship events* (booked online)	No previous data	No previous data	Baseline to be measured
Net cost per attendee at Flagship events*	No previous data	No previous data	Baseline to be measured
Number of attendees at theatre performances	52,414	29,001	40,000
% occupancy at theatre performances	60%	53%	55%
Customer satisfaction with council corporate and flagship events	4.02 out of 5	64%	90%
Customer satisfaction with Council theatre performances	4.55 out of 5	Survey results expected June	4.55 out of 5
Level of satisfaction with Councils services from tourism stakeholders	No previous data	No previous data	Baseline to be measured

*Enchanted Winter Garden and Garden Show Ireland

COMMUNITY PLANNING

INDICATOR	2019-20	2021-22	2022-23 Target
Number of Community and Voluntary Groups or Amount (£) of grant funding supported through Community Planning Grant Aid *	£532,129.65	£835K*	£600K
% of residents that believe Antrim and Newtownabbey is a safe place to live	88%	88%	88%
Number of clients supported through Community Advice Antrim and Newtownabbey **	28,939	42,501	30,000

Amount (£) of benefits that have been taken up as a result of advice provided by Community Advice Antrim and Newtownabbey **	£5.2m	£8.45m	£6m
% of residents that believe that Relations are good (positive) within the Borough	78%	88%	80%
Number of online community centre bookings	No previous data	No previous data	Baseline to be measured
Net Cost Per booking at Community Centres	£38.18	£31.50 (projected)	£30.00

*Includes COVID funding ** Demand led service

ECONOMIC DEVELOPMENT

INDICATOR	2019-20	2021-22	2022-23 Target
Number of jobs promoted through start up activity via the Go For It Programme (Statutory target 80, Go For It target 80)	106	97	88
We have achieved a 90% satisfaction rating from participants on the Go For It Programme	84%	90% (projected)	90%
Number of existing businesses assisted to develop/expand their operations through entrepreneurship support programmes and the Local Tourism Challenge Fund (excluding Go For It)	176	196	200
Number of unemployed people assisted in to work through local labour market partnership activity (DfC & Council funded initiatives)	133	110	150 (50 ESF + 100 LMP)
The number of projects being delivered/completed from the Borough-wide Masterplan Frameworks	New Target	6	6
The amount of regeneration grant funding secured for the achievement of projects across a variety of sources (including The Levelling Up Fund, DfC Urban Regeneration and DfC Small Settlements Scheme)	New Target	£770K	£8.8M
Total available hotels rooms and % occupancy rate	631 rooms 57% occupancy	640 rooms 54% occupancy	640 rooms 60% occupancy
Number of forecast jobs created through the Council investment promotion fund	New Target	98	98
Scale of business expansion (sq ft) created through the Council investment promotion fund	New Target	147,000	150,000
Funding provided through the Council investment promotion fund	New Target	£89k	£80K
Scale of workspace creation (sq ft) created through the Council's workspace development fund.	New Target	7,800	7,800
The number of Digital Transformation businesses supported	New Target	New Target	198
Achievement of Borough wide Full Fibre Northern Ireland programme	New Target	50% complete	100% complete

PLANNING

Final validated planning figures are expected by July 2022.

INDICATOR	2019-20	2021-22 Projected	2022-23 Target
MAJOR - % processing times for major planning applications processed within the 30 week target (Statutory target 50%)	58%	62.5%	50%
MAJOR - Average processing times in weeks for major planning applications processed within the 30 week target (Statutory target 30 weeks)	24.6 weeks	25.1 weeks	30 weeks
LOCAL - % processing times for local planning applications within the 15 week target (Statutory target 50%)	80%	58.4%	50%
LOCAL - Average processing times in weeks for local planning applications within the 15 week target (Statutory target 15 weeks)	9.4 weeks	13.2 weeks	15 weeks
ENFORCEMENT - % processing times for enforcement planning cases within the 39 week target (Statutory target 70%)	99%	78.1%	70%
ENFORCEMENT - Average processing times in weeks for enforcement planning cases within the 39 week target (Statutory target 39 weeks)	7.0 weeks	28.4 weeks	39 weeks

FINANCE

INDICATOR	2019-20	2021-22	2022-23 Target
% of undisputed creditor invoices paid on time within 10 working days (CIP)	70%	65%	80%
% of undisputed creditor invoices paid on time within 30 calendar days (CIP)	86%	80%	90%
Councils' general reserves as per policy	As per policy	As per policy	As per policy
Overall service costs within agreed budget	Within budget	Within budget	Within budget

ICT

INDICATOR	2019-20	2021-22	2022-23 Target
Number of services provided digitally	37	40	40
Number of online transactions (CIP)	237,976	652,593	600k
The number of downloads of the Residents App (CIP)	New	14,181 (29,938 cumulative)	5,062 (35,000 cumulative)
% customer satisfaction with digital services	88%	96%	96%
Number of online services/processes delivered through the Digital Platform	28	30	33

INTERNAL AUDIT

INDICATOR	2019-20	2021-22	2022-23 Target
Completion of Annual Audit Plan (by 30 June 2022)	90%	100% complete	90%
Implementation of internal audit recommendations	98%	80%	100%

GOVERNANCE

INDICATOR	2019-20	2021-22	2022-23 Target
Annual Governance Statement reported	Achieved	Achieved	Achieved
% of Freedom of Information responses responded to within deadline	98%	95%	100%
% ratio of insurance cases settled attributed to the Council	51%	40%	50%
% of minutes and audio recordings of Council and Committee meetings uploaded to the Corporate website within agreed timelines	100%	100%	100%
% of steps completed (1-3) of the Climate Change Adaptation (31 March 2022)	No previous data	Step 1 and 2 complete, Step 3 to be completed by July 2022	Progress Stage 4 and 5 of Climate NI Adapt Toolkit
% of accident report forms that have met the 5 day deadline	100%	97%	100%

PERFORMANCE AND TRANSFORMATION

INDICATOR	2019-20	2021-22	2022-23 Target
Certificate of compliance from the Northern Ireland Audit Office	Achieved	Achieved	Achieved
Corporate projects are delivered on time (in line with the agreed project plan)	100% Fully/ Substantially completed	90% completed (projected)	100% Fully/ Substantially completed

CAPITAL DEVELOPMENT

INDICATOR	2019-20	2021-22	2022-23 Target
% of projects completed on the programme at construction award stage	73%	81%	75%

% of projects completed within the budget approved at construction stage	93%	100%	75%
% overall end-user satisfaction rating with the capital development programme	92%	Surveys completed Quarter 4	75%

ENVIRONMENTAL HEALTH AND WELLBEING

INDICATOR	2019-20	2021-22	2022-23 Target
Net cost of service per head of population (excluding central establishment charges)	£13.09	£15.17	£17.59
% of general planning applications processed within 15 days of receipt	67%	81%	85%
Compliance with statutory Environmental Health regulations	90%	96%	100%

LEISURE

INDICATOR	2019-20	2021-22	2022-23 Target
The number of visits to our leisure centres (CIP)	2.2m	1.3m	1.75m
The number of people taking out leisure memberships (CIP)	10,014	10,328	10,500
Subsidy per visit (CIP)	£1.72	£3.53 (projected)	£2.45

PARKS

INDICATOR	2019-20	2021-22	2022-23 Target
% Resident satisfaction with Council Parks & Open Spaces	88%	89%	90%
Number of Green Flags	19	22	23
Maintain Environmental Management accreditation level of NI Benchmarking Survey	Did not submit	Platinum	Platinum
Maintain the number of bookings in our Caravan Parks	3,685	3,212	3,500

CLEANSING

INDICATOR	2019-20	2021-22	2022-23 Target
Satisfaction with the level of attractiveness of our Borough	52%	85%	80%

Residents surveyed who feel proud of their surroundings	64%	78%	80%
Number of community clean-ups	87	104	110
% of roads & streets inspected are graded at a satisfactory standard (A or B)	93%	90% (projected)	90%
Quartile achieved through the Annual Keep Northern Ireland Beautiful National Benchmarking report	Second	Second (report not yet released)	Second

WASTE MANAGEMENT

INDICATOR	2019-20	2021-22	2022-23 Target
% of household waste collected that is sent for recycling (Statutory target 50%)	61.2%	59.5% (unvalidated)	58%
We minimise the amount (tonnage) of waste sent to landfill	21,233 tonnes	19,506 tonnes (unvalidated)	22,500 tonnes
The amount (tonnage) collected municipal waste arising (Statutory)*	102,267 tonnes	106,804 tonnes (unvalidated)	107,500 tonnes
The amount (tonnage) of biodegradable municipal waste that is landfilled (Statutory target 16,788 tonnes)	10,988 tonnes	12,369 tonnes (unvalidated)	16,788 tonnes
Average number of days for collection of bulky waste	5 days	4.97 days	5 days
% Overall Customer satisfaction with the Council's Waste and Recycling Service	89%	86.5%	90%
Cost of service per household (excluding landfill tax and waste disposal and excluding central establishment charges)	£88.89	£93.34 (projected)	£96.14
Retention of ISO14001	Retained	Retained	Retained

*There is no target for the amount (tonnage) of collected municipal waste arising

PROPERTY AND BUILDING SERVICES

INDICATOR	2019-20	2021-22	2022-23 Target
Number of domestic full plan applications received and % assessed with a substantive response sent within 21 days of validation	427 (86%)	492 (37%)	85%
Number of non-domestic full plan applications received and % assessed with a substantive response sent within 35 days of validation	105 (100%)	107 (92%)	85%
Number of resubmissions received and % substantive response issued within 14 days	672 (90%)	711 (71%)	85%
Building Regulations applications - commencement/ completion ratio	85%	80%	80%

COMMUNICATIONS AND CUSTOMERS

INDICATOR	2019-20	2021-22	2022-23 Target
% satisfaction with overall Council services (CIP)	89%	77%	80%
% satisfaction with the quality of information on the Council's website	97%	96%	90%
% satisfaction with Borough Life	95%	94%	90%
Number of recorded visits (hits) to Council's corporate website during the year	2.6m	2.8m	3m
Number of followers on social media platforms	31,113	41,334	46,500
Percentage of abandoned telephone calls (CIP)	14%	6.1%	6.5%
Percentage of abandoned Live Chats	New target	8%	8%
Percentage of complaints responded to within published timescales	New target	86%	87%

HUMAN RESOURCES

INDICATOR	2019-20	2021-22	2022-23 Target
Average number of days lost per employee (CIP)	12.41 days	14.7 days	12 days
% of staff have 100% attendance during the year (CIP)	59%	63%	60%
% of employees have a Personal Review & Development Plan	99%	Under Review	Under Review
Number of employees on accredited and/or development programmes	42	5 on CPD courses	40

| Appendix 2 – 2022-23 Performance Improvement Targets

OBJECTIVE 1

We will recover our leisure services and encourage people to return to 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 2019-2030 Objective.

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

Why has this objective been chosen?

The Council is aware of the impact of the COVID-19 pandemic on the physical and mental health of our residents, and are dedicated to providing opportunities for people to improve their health and well-being. We will continue to promote the MORE membership scheme and to invest in leisure facilities to improve the customer experience and to encourage people to return to our leisure centres.

The increase in the number of people taking out memberships and subsequently the increase in the number of visits to our leisure centres will also reduce the cost of subsidy to the Council.

What will we do?

- We will connect with MORE users, and attract new members, across a number of platforms.
- We will reinforce benefits to existing members.
- We will continue to listen to and action member feedback.

We will have succeeded in 2022-23 if:

- We achieve 1.75M visits to our leisure centres.
- We have issued 10,500 leisure memberships.
- We have a net subsidy of the leisure service of £2.45 (or less).

OBJECTIVE 2

We will achieve high levels of customer satisfaction.

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

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

Associated Community Plan Framework Outcome.

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

Associated Corporate Plan 2019-2030 Objective.

"We deliver high quality Council services and improve access for people, communities and businesses in the Borough."

"We communicate clearly with our residents, listen to their feedback and respond to their needs. Customers increasingly use the Council's digital platforms and can self-serve a wider range of council services."

Why has this objective been chosen?

Our communities and residents have been impacted by COVID-19 and we recognise the challenges and opportunities we need to address in the future. The Council has continued to put our customers at the heart of our service delivery, and has responded by introducing Live Chat functionality and Customer Hubs in addition to expanding the number of services available through our digital platform. We have also improved our complaints process and will continue to embed this.

The Council will take steps to ensure an inclusive recovery which will address the economic and social needs of our residents, and we will listen to feedback from our residents, visitors and local businesses through traditional and digital channels.

Alongside a programme of engagement and consultation, we will report back regularly on these interactions and advise of actions resulting from feedback.

The Council has a comprehensive range of online services and has developed its own Resident's App enabling citizens to get more connected in a simple and interactive way.

What will we do?

- Continue to communicate with our citizens through Borough Life, Website, Residents' App, and Live Chat.
- We will regularly seek and act on feedback from residents, visitors and local businesses through a programme of consultations and engagement.

- We will implement our Customer Charter and Service Standards, accompanied by innovative and effective training.
- We will reduce the number of abandoned calls
- We will promote and improve our live chat functionality.
- We will embed the new complaints process across the organisation.

We will have succeeded in 2022-23 if:

- We achieve at least 80% satisfaction with overall Council services.
- The percentage of abandoned calls will be 6.5% (or less).
- We have achieved at least 600,000 online transactions.
- There are at least 5,062 downloads of the Residents App.

OBJECTIVE 3

We will maintain 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 2019-2030 Objective.

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

Why has this objective been chosen?

The link between employee wellness and engagement programmes and high performance has been well established, and the Council will continue to deliver a comprehensive wellbeing programme. We recognise the impact of the pandemic on the health and well-being of our staff, and will continue to offer support through a range of programmes.

We will work collaboratively to manage absence closely, review relevant procedures, support a positive culture of employee engagement, increase productivity and improve service delivery. We will encourage staff to proactively focus on their own health and recognise staff with full attendance.

What will we do?

- Continue to deliver a comprehensive employee engagement and health and well-being programme.
- Continue to monitor, report and review performance and proactively respond to emerging needs.

We will have succeeded in 2022-23 if:

- The average number of days lost per employee will not exceed 12 days.
- At least 60% of employees have full (100%) attendance.

OBJECTIVE 4

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 2019-2030 Objective.

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

Why has this objective been chosen?

The Council is a key purchaser of goods and services within the Borough, and is aware of the importance of ensuring timely payments are received, particularly within the context of the economic recovery from the Pandemic for local businesses.

A new finance system was introduced in 2021, and alongside new processes, the Council will continue to review our systems and processes to consistently achieve our targets for making payments.

What will we do?

- We will continue to review and improve our internal processes, whilst delivering regular training to staff.

We will have succeeded in 2022-23 if:

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

| Appendix 3 – Statutory Performance Targets

A set of seven performance measures are in place for Local Government through the Local Government (Performance Indicators and Standards) Order (NI) 2015, relating to three distinct services within the Council, as set out below.

WASTE AND RECYCLING

W1: The percentage of household waste collected by Councils that is sent for recycling (including waste prepared for reuse)

Household waste is as defined in Article 2 of the Waste and Contaminated Land (NI) Order 1997(a) and the Controlled Waste and Duty of Care Regulations (NI) 2013(b).

W2: The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled.

[Local Authority collected municipal waste is as defined in section 21 of the Waste and Emissions Trading Act 2003(c)].

W3: The amount (tonnage) of Local Authority Collected Municipal Waste arisings

Local Authority collected municipal waste arisings is the total amount of local authority collected municipal waste which has been collected by a district Council.

Statutory indicators have been set by the former Department of the Environment for Waste Management Functions of Councils to ensure consistency and reliability of data and to facilitate accurate comparison between Councils. This is aimed at providing Ministerial and public assurance over the performance of the local authority collected waste management system.

Central reporting also ensures that the Department (now DAERA) continues to meet its statutory obligations under the Code of Practice for Official Statistics when reporting at a regional level. Each of the 11 Councils has access to a web based system for local authority collected municipal waste reporting known as Waste Data Flow (WDF). This facilitates reporting from local government to central government and data is based on returns made to WDF by Councils, within two months of the end of each quarter.

Quarterly data reports are provisional and may change when all returns have undergone validation. The fully validated figures that are published in the annual report have undergone audit by the Northern Ireland Environment Agency (NIEA) and further validation by Statistics and Analytical Services Branch (SASB).

Targets for household recycling, remain at the 2019-20 level of 50%, however these have been superseded by the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland) there will be an interim target of 55% for the recycling of municipal waste by 2025, which will increase by 2035 to 65%.

Targets for biodegradable waste that is sent to landfill, were set within the Northern Ireland Landfill Allowance Scheme (NILAS) which remain set at the level set for Council in 2019-20, due to the scheme no longer being in place. Future targets are expected to be set at 10% of the total amount of generated municipal waste by 2035, which is also subject to the enactment of the Waste (Circular Economy) (Amendment) Regulations (Northern Ireland).

Performance against Waste and Recycling targets, and the standards to be achieved for 2022-23 are:

MEASURE OF SUCCESS	2020-21	2021-22	Statutory target for 2022-23
The percentage of household waste collected that is sent for recycling (including waste prepared for reuse)	51.7%	59.9%*	50%
The amount (tonnage) of biodegradable municipal waste that is landfilled (statutory target)	12,540	12,369*	16,788
The amount (tonnage) collected municipal waste arising	91,582	106,804*	N/A**

* Unvalidated figures, subject to change.

**There is no statutory target for the amount of collected municipal waste.

ECONOMIC DEVELOPMENT

ED1: The number of jobs promoted through business start-up activity

Business start-up activity means the delivery of completed client led business Plans under the Department of Enterprise, Trade and Investment's Regional Start Initiative or its successor programmes).

Business start-up activity means the delivery of completed client led business Plans under the Department for the Economy and the Regional Start Initiative (or its successor programmes).

The Council's Economic Development Service is responsible for managing the Business Start-Up Programme for the Borough alongside other economic development and tourism programmes and initiatives. The Business Start-Up Programme, only one part of the Council's economic development service, transferred to Local Government on 1 April 2015 from the former Department of Enterprise, Trade and Investment and the statutory indicator was introduced by regional government to ensure that the function is carried out in a clear, fair and consistent manner and that best practice is applied across the 11 Councils.

The Department for the Economy (DfE) and Department for Communities (DfC) seek to amend the standards set out in the Local Government (Performance Indicators and Standards) Order (NI) 2015 to align with the programme targets in operation for the Go For It business start-up programme for 2021 to 2023. The DfC and Northern Ireland Audit Office (NIAO) have agreed that the Council should reference both its statutory target (80) and its Go For It programme target within this Plan.

Performance against the Economic Development target, and the standard to be achieved for 2022-23 are:

MEASURE OF SUCCESS	2020-21	2021-22	Statutory target for 2022-23	Go For It target for 2022-23
Number of jobs promoted through start-up activity via the Go For It Programme	84	97	80	80

PLANNING

P1: The average processing time of major planning applications

An application in the category of major development within the meaning of the Planning (Development Management) Regulations (NI) 2015(a).

P2: The average processing time of local planning applications

Local applications means an application in the category of local development within the meaning of the Planning (Development Management) Regulations (NI) 2015, and any other applications for approval or consent under the Planning Act (NI) 2011 (or any orders or regulations made under that Act).

P3: The percentage of enforcement cases processed within 39 weeks

Enforcement cases are investigations into alleged breaches of planning control under Part 5 of the Planning Act (NI) 2011 (or any orders or regulations made under that Act).

The Council's Planning Service is responsible for:

- Receiving and making decisions on the majority of planning applications;
- Enforcing breaches of planning permission;
- Making tree preservation orders;
- Protecting and preserving built heritage; and
- Producing a Local Development Plan outlining how land should be used and developed in the future.

The Planning function transferred to local government from the former Department of the Environment on 1 April 2015 and the statutory indicators were introduced at that time to ensure that the planning functions were carried out in a clear, fair and consistent manner.

Quarterly reports are produced by the Department for Infrastructure (DfI) based on information available through the Planning Portal, i.e. a regional website where you can track all planning applications. Every application received, across all 11 Councils and by the DfI (i.e. regionally significant applications), is entered onto the Planning Portal.

The quarterly statistical reports are compiled by DfI and provided to each of the Councils. The reports are also available through the DfI website.

Council Planning Officers also have the ability to produce management reports from the Planning Portal to monitor application processing.

Performance against Planning targets, and the standards to be achieved for 2022-23 are:

MEASURE OF SUCCESS	2020-21	2021-22 (projected)	Statutory target for 2022-23
MAJOR - % processing times for major planning applications processed within the 30 week target	40%	62.5%*	50%
MAJOR - Average processing times in weeks for major planning applications processed within the 30 week target	113.4 weeks	25.1 weeks*	30 weeks
LOCAL - % processing times for local planning applications within the 15 week target	64.3%	58.4%*	50%
LOCAL - Average processing times in weeks for local planning applications within the 15 week target	12.4 weeks	13.2 weeks*	15 weeks
ENFORCEMENT - % processing times for enforcement planning cases within the 39 week target	90.8%	78.1%*	70%
ENFORCEMENT - Average processing times in weeks for enforcement planning cases within the 39 week target	24.4 weeks	28.4 weeks*	39 weeks

* Planning figures are unvalidated

| FEEDBACK

YOUR OPINION MATTERS

The Council is committed to improving our services and it is important that we listen to what the community have to say. We welcome your comments and your suggestions at any time of the year.

If you have any comments, or would like any further information, or to request a copy of this Plan, please contact:

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ALTERNATIVE FORMATS

To ensure the equality of opportunity in accessing information, we provide alternative formats upon request, where reasonably practical. If the exact request cannot be met, we will ensure a reasonable alternative is provided.

Alternative formats may include Easy Read, Braille, large print, audio formats (CD, mp3 or DAISY) or minority languages to meet the needs of those for whom English is not their first language.

For information in alternative formats, or to discuss any aspect of accessibility, please contact:

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