

**CORPORATE  
RECOVERY AND  
IMPROVEMENT  
PLAN**

**2022-2023**

**EXECUTIVE  
SUMMARY**

# | FOREWORD

**This document provides an Executive Summary of the four Performance Improvement Objectives set out within the 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 Corporate Recovery and Improvement 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.

Within the Plan the Council has set a range of challenging performance targets alongside our Performance Improvement Objectives. 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. We are also subject to a number of Statutory Performance Targets set through the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015.

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.

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

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.



  
**ALDERMAN STEPHEN ROSS**  
Mayor of Antrim and  
Newtownabbey Borough Council



  
**JACQUI DIXON BSC MBA**  
Chief Executive

# | 2022-23 PERFORMANCE IMPROVEMENT TARGETS

	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2019-2030 Objective
<b>Objective 1:</b> <b>We will recover our leisure services and encourage people to return to leisure centres.</b>	Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Innovation and Efficiency	"Our citizens enjoy good health and well-being."	"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).

# | 2022-23 PERFORMANCE IMPROVEMENT TARGETS

	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2019-2030 Objective
<b>Objective 2:</b> <b>We will achieve high levels of customer satisfaction.</b>	Strategic Effectiveness; Service Quality; Service Availability; Fairness; Efficiency and Innovation	"Our citizens live in safe, connected, safe and vibrant places."	<p>"We deliver high quality Council services and improve access for people, communities and businesses in the Borough."</p> <p>"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."</p>

## 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.

# | 2022-23 PERFORMANCE IMPROVEMENT TARGETS

	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2019-2030 Objective
<b>Objective 3:</b> <b>We will maintain staff attendance levels across the Council</b>	Strategic Effectiveness; Service Quality; Service Availability and Efficiency	"Our citizens enjoy good health and well-being."	"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?	We will have succeeded in 2022-23 if:
<ul style="list-style-type: none"> <li>• Continue to deliver a comprehensive employee engagement and health and wellbeing programme.</li> <li>• Continue to monitor, report and review performance and proactively respond to emerging needs.</li> </ul>	<ul style="list-style-type: none"> <li>• The average number of days lost per employee will not exceed 12 days.</li> <li>• At least 60% of employees have full (100%) attendance.</li> </ul>

# | 2022-23 PERFORMANCE IMPROVEMENT TARGETS

	Associated Statutory Aspects of Improvement	Associated Community Plan Framework Outcome	Associated Corporate Plan 2019-2030 Objective
<b>Objective 4:</b> <b>We will increase the speed with which we pay suppliers</b>	Strategic Effectiveness; Service Quality and Efficiency	"Our citizens benefit from economic prosperity."	"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.



# | FURTHER INFORMATION

## **For further details or information, please contact:**

The Performance and Transformation Team,  
Antrim and Newtownabbey Borough Council,  
Antrim Civic Centre,  
50 Stiles Way,  
Antrim,  
BT41 2UB

**E.** [performance@antrimandnewtownabbey.gov.uk](mailto:performance@antrimandnewtownabbey.gov.uk)

**T.** 0300 123 4568

To ensure equality of opportunity in accessing information, we provide information in alternative formats on request, where reasonably practicable. Where the exact request cannot be met we will ensure a reasonable alternative is provided. Alternative formats may include Easy Read, Braille, audio formats (CD, mp3 or DAISY), large print or minority languages to meet the needs of those for whom English is not their first language.

## **For information on alternative formats, please contact:**

Customer Accessibility Officer,  
Antrim Civic Centre,  
50 Stiles Way,  
Antrim,  
BT41 2UB

**E.** [info@antrimandnewtownabbey.gov.uk](mailto:info@antrimandnewtownabbey.gov.uk)

**T.** 028 9034 0000

**Ext.** 31020







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

   ANBorough