



Appendix One

Corporate Improvement Plan (2016-2017)

Performance Report



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Introduction

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

Eight improvement objectives and the statutory targets were detailed in the 2016-17 Corporate Improvement Plan which was approved by Council in June 2016.

This report details the progress the Council has made against each of the objectives. In addition the report details performance against self-imposed targets.

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Evaluation of Progress

The achievement status is presented on the basis of:

Fully Achieved	All actions and measures/results were achieved.
Substantially Achieved	Actions and measures/results were mostly achieved, one or two falling marginally short of planned targets and/or results.
Partially Achieved	Some actions and measures/results were achieved.
Not Achieved	Actions and measures/results were not achieved as planned.
Results not available	Results supplied by external organisations are not available at the time of publication.



Improvement Objectives - Overview

Introduction

- [Improvement objective 1:](#) We will provide a welcoming, attractive and safe environment by improving the level of cleanliness of the roads and streets across our Borough
- [Improvement objective 2:](#) We will minimise waste through adherence of Government and European targets
- [Improvement objective 3:](#) We will achieve excellence in customer service through maximising technology and our standards of customer service
- [Improvement objective 4:](#) We will support a more active, healthy and empowered community through effective partnership working and an investment programme in our leisure, sport, play park and recreation facilities
- [Improvement objective 5:](#) We will maximise tourism opportunities and have a strong arts and cultural economy, through working in partnership to deliver showcase events and enhancing the visitor experience
- [Improvement objective 6:](#) We will improve the physical environment of our Borough and work with partners to deliver town and village regeneration
- [Improvement objective 7:](#) We will seek to encourage and support those who wish to start their own business and we will strengthen and grow the business base of the Borough
- [Improvement objective 8:](#) We will be at the forefront of good governance and make the best use of our resources through innovative practices and strong financial arrangements



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Objective 1: We will provide a welcoming, attractive and safe environment by improving the level of cleanliness of the roads and streets across our Borough

What we said we would do	What has been achieved
<p>1. Review and reorganise the resources dedicated for street cleansing and involve the public in public clean-ups.</p>	<p>Street cleansing resources were identified and assessed against service requirements and new street cleansing routes were implemented by March 2017.</p> <p>In 2016-17 the Council's 'Support in Kind' Scheme facilitated 31 clean-ups in the Borough. Approximately 1,200 volunteers and school children attended and volunteered time to help clean up their local area.</p>
<p>2. Use an effective enforcement and education policy for environmental vandalism (graffiti, litter, dog fouling, and fly-tipping).</p>	<p>During 2016-17, 44 fixed penalty notices were issued for dog fouling and littering (including fly-tipping) and no fixed penalties were issued for graffiti.</p> <p>A pilot exercise, focusing on promotion and enforcement was delivered in two parks that experienced high levels of littering and dog fouling. A similar project was delivered at Mossley Pavilion and Mossley Mill to assess the effectiveness of anti-vandalism and graffiti measures.</p> <p>Enforcement and education in this area will continue to be a focus for improvement and officers from Environmental Health and Waste Management are working collaboratively on potential dog fouling prevention projects.</p>
<p>3. Review the provision, maintenance and emptying of litter bins across the Borough.</p>	<p>Litter and dog bins in the Borough have been mapped and new service schedules have been developed. All bins have been mapped digitally and a new optimised collection route is being investigated.</p> <p>The Council has approved a bin replacement scheme which included the installation of new combi litter/dog bins.</p>



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Objective 1: We will provide a welcoming, attractive and safe environment by improving the level of cleanliness of the roads and streets across our Borough

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
<p>1. Residents report an increase in satisfaction with the level of cleanliness of the roads and streets across our Borough.</p>	<p>55% satisfaction with the 'cleanliness of the roads and streets in your area.'</p> <p>(Source: Resident Satisfaction Survey in Borough Life. December 2015)</p>	<p>Customer satisfaction with the level of cleanliness of the roads and streets across the Borough was measured through a survey conducted in Borough Life in March 2017. In addition to this a 'face-to-face' survey was conducted at key locations across the Borough during August 2017. These surveys combined give an overall customer satisfaction rating of 62% with the level of cleanliness of the roads and streets across the Borough.</p>	<p>Fully Achieved</p>



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Objective 1: We will provide a welcoming, attractive and safe environment by improving the level of cleanliness of the roads and streets across our Borough

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
<p>2. Residents report an increase in satisfaction in the provision, maintenance and emptying of litter bins across the Borough.</p>	<p>56% satisfaction with 'provision of litter bins across the Borough.' 65% are very and fairly satisfied that 'litter bins are well maintained and emptied regularly.' (Source: Resident Satisfaction Survey in Borough Life, December 2015)</p>	<p>Customer satisfaction with the provision of litter bins across the Borough and the maintenance and emptying of litter bins was assessed both as part of a survey conducted in Borough Life in March 2017 and also as a 'face-to-face' survey during August 2017.</p> <p>The combined survey results indicate that 43% are satisfied with the provision of litter bins and 54% are satisfied with the maintenance, and emptying of the bins.</p> <p>Work was undertaken to improve satisfaction levels with the provision of litter bins and the maintenance and emptying of bins across the Borough. Following an audit of litter bin provision, 100 additional bins were installed across the Borough, (this was over and above the normal bin replacement programme to replace damaged or ineffective bins). However, these additional measures didn't reflect positively in terms of the satisfaction scores. On the other hand, if the top three satisfaction categories for the provision of bins are analysed (Very Good; Good and Neither Poor or Good), satisfaction with the provision of litter bins in the Borough increases to 89%.</p> <p>Further work is ongoing and the Council will continue to address and measure resident satisfaction with the provision, maintenance and emptying of litter bins across the Borough. This will form part of the Council's Geographic Information System Strategy and Implementation Plan.</p>	<p>Partially Achieved</p>

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Objective 2: We will minimise waste through adherence of Government and European targets

What we said we would do	What has been achieved
1. Expand the range of dry recyclables materials in the legacy Antrim area (with the acceptance of rigid plastics).	Hard plastics were accepted from April 2016.
2. Introduce kerb side glass recycling in the Antrim area.	The Council participated in DAERA's Recycling Gap Analysis which identified possible recycling collection methods for glass. The Council are assessing the suitability and economic viability of these proposals for the legacy Antrim area.
3. Roll-out of more triple stack bins across the Newtownabbey area.	The Council agreed the full timetabled expansion to all legacy Newtownabbey households to be completed by December 2018. An additional 4,000 households were delivered in 2016-17.
4. Roll-out of 180 litre black bins across the Antrim and Newtownabbey area over a two year period.	At the same time, 4,000 180 litre black bins were issued to the same households as the new triple stack bins.
5. Expansion of commercial food waste recycling service to businesses in the Newtownabbey area.	Completed with service commencement in June 2016.
6. Support these changes with an effective education and awareness programme.	Ongoing Waste Promotion Plan with Council adoption in November 2016.
7. Increase the recycling opportunities at Council facilities across the Borough.	A review of recycling facilities at all Council premises is being undertaken to identify any gaps in recycling. The provision of recycling facilities at Council sites is covered under the accredited Environmental Management System.



Objective 2: We will minimise waste through adherence of Government and European targets

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
1. We remain on target to recycle 50% of our household waste by 2020.	Household recycling rate for 2015/16 – 47.46% (Source: Department of the Environment)	The Council remains on target to recycle 50% of our household waste by 2020. During 2016-17 the Council's household recycling rate was 47.56%. (Source: Department of Agriculture, Environment and Rural Affairs).	Fully Achieved
2. We have met our landfill targets and avoided any fines.	18,873 tonnes (89% of the annual allowance) (Source: NILAS return for 2015/16)	The Council has met its landfill targets and avoided any fines. The Council used 87.1% of the landfill allowance. Landfilled 17,469 tonnes (Allowance was 20,058 tonnes).	



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Objective 3: We will achieve excellence in customer service through maximising technology and our standards of customer service

What we said we would do

Maximise the use of technology so customers can access more services digitally.

What has been achieved

Seven new services have been brought online in the year to date. These include: (1) Bulky Waste Collections, (2) Summer Scheme Bookings, (3) Arts and Culture Classes (4) The Halloween Inferno event (5) Gymnastics courses, (6) Leisure Grants, (7) The Council's Consultation Hub.

Online Service Requests for Bulky Collection: The online service requests for bulky collections went online in July 2016. In 2016/17, the Council processed 870 online enquiries.

Online Summer Scheme Bookings: The booking of the Council's Summer Scheme programme went online for the first time in May 2016.

37% of places were booked online within 24 hours. In total 2,499 bookings were made online.

Arts and culture classes are now bookable online since February 2017. In addition the new Theatre booking software was procured, which provides a more customer friendly and efficient system of booking.

Courses and Events: Gymnastic courses went online in June 2016 and the Halloween Inferno event at Antrim Forum went online in October 2016.

Other services include:

- Leisure Grants
- The Council's Consultation Hub

Improvements were also made to our Dog Licensing service and the online reporting of service requests.



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Objective 3: We will achieve excellence in customer service through maximising technology and our standards of customer service

What we said we would do	What has been achieved
<p>2. Refine the customer journey in relation to key services to enable digitisation and more streamlined services.</p>	<p>In addition to the seven services which were brought online during 2016-17, work was also undertaken to refine the customer journey in relation to a number of key services:</p> <ul style="list-style-type: none"> • Work was undertaken to streamline the booking process for Community Centre facilities. • The digitisation of Cemetery records is in the final stages of completion. Burial records will be searchable from the Council's website, which will be useful for families exploring records. Additionally, access to online records will improve 'back office' processes for both administrative and operational staff.
<p>3. Ensure our employees are well informed and responsive to customer needs.</p>	<p>An Employee App was introduced. This has improved communication for frontline staff by keeping employees up-to-date on corporate goals and progress with specific projects/schemes.</p> <p>The App promotes staff engagement by giving employees access to internal communication information and training opportunities. The App allows for instantaneous feedback from individual employees on their opinions and preferences and to communicate customer needs and requests.</p> <p>331 employees downloaded the Employee App (as at 31 March 2017).</p>



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Objective 3: We will achieve excellence in customer service through maximising technology and our standards of customer service

What we said we would do

4. Deliver service specific improvements as a result of the customer service consultation process.

What has been achieved

A Consultation and Communication Strategy was approved and an online consultation portal went 'live' in January 2017. The consultation portal will help our citizens to find, share and participate in consultations.

During 2016-17 the Council conducted 30 consultations and community engagement exercises with a total of 5,074 participating. This is a significant improvement on the previous year (2015-16: 24 consultations with 2,063 respondents).

Service improvements have been made to many services, such as a review of the leisure membership pricing policy, accessible play equipment in Parks, increased number of online services, improved street cleanliness etc. These and many more examples can be found in the Annual Report 2016-17.

During 2016-17, 348 Compliments (2015-16:192) were received and 63 complaints (2016-16: 21).



Objective 3: We will achieve excellence in customer service through maximising technology and our standards of customer service

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status						
<p>1. There is an increase in the range of online transactions.</p>	<p>32,550 (Apr15-Mar16)</p> <p>(Source Te-Leisure)</p>	<p>The Council achieved an increase in the range of online transactions, as detailed below:</p> <table border="1" data-bbox="786 586 1325 751"> <thead> <tr> <th></th> <th>2015-2016</th> <th>2016-2017</th> </tr> </thead> <tbody> <tr> <td>Leisure transactions</td> <td>32,550</td> <td>48,956</td> </tr> </tbody> </table> <p>Other online transactions during 2016-17 include</p> <ul style="list-style-type: none"> Bulky Waste: 1,462 Theatre: 15,510 Caravan Park: 2,274 Dog Licenses: 3,809 <p>Total online transactions during 2016-17 were 72,011.</p>		2015-2016	2016-2017	Leisure transactions	32,550	48,956	<p>Fully Achieved</p>
	2015-2016	2016-2017							
Leisure transactions	32,550	48,956							



Objective 3: We will achieve excellence in customer service through maximising technology and our standards of customer service

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
2. There is an increase in the range of online services.	14 Services <small>(Source: Communication & Customer Services Section)</small>	7 additional services were brought online during 2016-17. These include: (1) Bulky Waste Collections, (2) Summer Scheme Bookings, (3) Arts and Culture Classes (4) The Halloween Inferno event (5) Gymnastics courses, (6) Leisure Grants, (7) The Council's Consultation Hub. In addition, in January 2017 the Council launched a new Corporate Facebook page and an improved dog licensing online service and online reporting of service requests.	Fully Achieved
3. There is an increase the number of unique visitors to the website.	527,000 <small>(Source: Google Analytics)</small>	778,558 visitors to the website. <small>(Source: Google Analytics).</small>	Fully Achieved
4. There is an increase in the number of Twitter followers.	4,235 followers (31 March 2016) <small>(Source: Communication & Customer Services Section)</small>	5,703 Followers. <small>(Source: The Council's Corporate Twitter site).</small>	Fully Achieved
5. We have rolled out a programme of Customer Care Training to key services.	A Customer Charter for the new Council has been developed.	Complaints Handling Training has been carried out for key staff involved in the complaints process. Work is underway to develop a scenario-based customer service training for Operations staff.	Fully Achieved



Objective 3: We will achieve excellence in customer service through maximising technology and our standards of customer service

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
6. We are recognised by external accreditations.	11 Green Flags Winners and Shortlisted for 'Community Awards' i.e. Britain in Bloom; Ulster in Bloom; Roses in Town; Large Housing Area Award; Best Kept Awards. (Source: Parks Team)	<ul style="list-style-type: none"> Two 2nd Place and two 3rd Place Ulster in Bloom awards. Worked towards the retention of, and achievement of new awards, for 14 Green Flag sites within the Borough. Achieved Field in Trust Award: Best NI Park, Antrim Castle Garden Achieved BREEAM and CEEQUAL Sustainability Awards for development work at Crumlin Leisure Centre The Council retained its Investors in People, Charter Member Development, ISO 140001 and Trip Advisor Certificate of Excellence for Antrim Castle Gardens status. 	Fully Achieved
7 Customer satisfaction has increased.	74% overall customer satisfaction with the Council Services. (Source: Residents' Magazine Survey - December 2015)	<p>A survey was undertaken in the Council's Residents Magazine 'Borough Life' in March 2017. 70% were very and fairly satisfied with all services provided by Antrim and Newtownabbey Borough Council.</p> <p>In addition to this a 'face-to-face' survey was conducted at one of the Council events (Shoreline Festival, August 2017), and overall customer satisfaction was rated at 80%.</p> <p>As part of our ongoing commitment to assess and improve customer satisfaction, five 'Smiley' terminals are being trialled across the Council over an 8 week period during the period September – December 2017.</p>	Substantially Achieved



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Objective 4: We will support a more active, healthy and empowered community through effective partnership working and an investment programme in our leisure, sport, and Play Park and recreation facilities.

What we said we would do	What has been achieved
<p>1. Engage in joint working arrangements to improve the general health and well-being of our residents (Exercise Referral; Everybody Active 2020; Regional Obesity Prevention Group; Macmillan Move More; Warmer Homes Schemes).</p>	<p>The Council approved a Community Plan and are working with the Community Planning Partnership to ensure “Our citizens enjoy good health and well-being.” In addition the Council has joint working arrangements in place to improve the general health and well-being of our residents. Arrangements include: Exercise Referral; Everybody Active 2020; Regional Obesity Prevention Group; Macmillan Move More and Warmer Home Schemes.</p> <p>During 2016/17, a Council wide audit of health and wellbeing programmes was completed and recommendations for Pilot programmes have been chosen adopting an outcome based accountability approach.</p>
<p>2. Continue our investment programme to improve and modernise our leisure, sport, play park and recreation facilities.</p>	<p>During 2016-17 we delivered a significant investment programme to improve and modernise our leisure, sport, play park and recreation facilities. Key projects include:</p> <ul style="list-style-type: none">• Allen Park Regeneration Development• Antrim Castle Gardens Pump Chamber• Antrim Forum PA System and CCTV• Antrim Forum and Valley Park Hockey Pitches Renewal• Rathcoole, MUGA• Valley Conference Suite, Hall 2 and Hall of Fame• Valley Car Park Resurfacing



Objective 4: We will support a more active, healthy and empowered community through effective partnership working and an investment programme in our leisure, sport, and Play Park and recreation facilities

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
<p>1. We are delivering health improvement programmes which aim to support the general health and well-being of residents:</p> <ul style="list-style-type: none"> • GP Referral Scheme 	<p>699 Patients Referred.</p> <p>(Source: Internally collected data)</p>	<p>851 Patients Referred to the Antrim Forum, Ballyearl & Crumlin Leisure Centres.</p>	<p>Fully Achieved</p>
<ul style="list-style-type: none"> • Macmillan More 	<p>N/A (New Scheme)</p>	<p>105 referrals onto the Move More Program. A campaign ran in partnership with Macmillan Cancer, to promote the benefits of physical activity for people living with, and beyond cancer.</p>	<p>Fully Achieved</p>
<ul style="list-style-type: none"> • Everybody Active 	<p>7,266 Participants</p> <p>(Source: Internally collected data)</p>	<p>Currently awaiting figures from Sport NI, however six month figures indicate a total of 5,004 participants.</p>	<p>Results not available</p>
<ul style="list-style-type: none"> • Warmer Homes Scheme 	<p>762</p> <p>260</p>	<p>1,250 Warm Packs were purchased with PHA funding in 2016/17.</p> <p>676 Residents have been referred for Energy Efficiency Grants (426 Affordable Warmth referrals and 250 Energy Efficiency referrals).</p>	<p>Fully Achieved</p>



Objective 4: We will support a more active, healthy and empowered community through effective partnership working and an investment programme in our leisure, sport, and Play Park and recreation facilities

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status																
2. There is an increase in the usage of sport, leisure and community facilities.	Leisure Centre & Community Centre Usage (2015 -16) = 1,086,604 (Source: Te-Leisure)	1,145,621 Leisure Centre & Community Centre Usage (Source: Te-Leisure).	Fully Achieved																
3. Delivered a range of modernisation programmes which will enhance our leisure, sport, play park and recreation facilities.		<p>During 2016-17 the following modernisation programmes were completed which enhanced our leisure, sport, play park and recreation facilities.</p> <table border="1" data-bbox="790 815 1601 1218"> <thead> <tr> <th></th> <th>Total Cost of Project</th> </tr> </thead> <tbody> <tr> <td>Allen Park Regeneration Development</td> <td>£5,245,263</td> </tr> <tr> <td>Antrim Castle Gardens Pump Chamber</td> <td>£119,987</td> </tr> <tr> <td>Antrim Forum PA System and CCTV</td> <td>£254,332</td> </tr> <tr> <td>Antrim Forum and Valley Park Hockey Pitches Renewal</td> <td>£386,000</td> </tr> <tr> <td>Rathcoole, MUGA</td> <td>£106,807</td> </tr> <tr> <td>Valley Conference Suite, Hall 2 and Hall of Fame</td> <td>£31,240</td> </tr> <tr> <td>Valley Car Park Resurfacing</td> <td>£92,230</td> </tr> </tbody> </table>			Total Cost of Project	Allen Park Regeneration Development	£5,245,263	Antrim Castle Gardens Pump Chamber	£119,987	Antrim Forum PA System and CCTV	£254,332	Antrim Forum and Valley Park Hockey Pitches Renewal	£386,000	Rathcoole, MUGA	£106,807	Valley Conference Suite, Hall 2 and Hall of Fame	£31,240	Valley Car Park Resurfacing	£92,230
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Objective 5: We will maximise tourism opportunities and have a strong arts and cultural economy, through working in partnership to deliver showcase events and enhancing the visitor experience

What we said we would do	What has been achieved
<p>1. Promote and work in partnership with flagship event organisers to maximise attendance and attract key events to the Borough - Circuit of Ireland, NI Festival of Food and Festival of Cycling, Garden Show Ireland, Armed Forces Day, the Ulster Pipe Band Championships and River to Lough Festival.</p>	<p>Both the Arts and Culture and Tourism teams have successfully attracted and delivered flagship events for the Borough in 2016. These events include:</p> <p>Circuit of Ireland; Festival of Food & Festival of Cycling; Garden Show Ireland; Armed Forces Day; Ulster Pipe Band Championship and River to Lough Festival.</p>
<p>2. Deliver quality showcase events including Dragon Boat Race, May Fair, Party in the Park and Halloween and Christmas Events.</p>	<p>Both the Arts and Culture and Tourism teams have also delivered a range of high quality showcase events in 2016 which have been well attended by both residents and visitors, these include:</p> <p>Dragon Boat Race; May Fair; Party in The Park; 'Spooktacular' Junction One; and Spooked Out at V36.</p> <p>The Enchanted Winter Garden was held again in Antrim Castle Gardens from 8-18 December. Attendance at this event increased from 16,918 (December 2015) to 43,781 in December 2016. Options are being explored to expand this event for 2017 with a view to making this NI's premier Christmas destination.</p> <p>In addition Christmas Markets were held in Antrim, Ballyclare, Glengormley, Randalstown and Toome and very successful Christmas shows were delivered in the three Theatres in the Borough.</p> <p>Antrim Live – A two day Arts and Entertainment Festival took place in Antrim Town Centre (February 2017) as a pilot with the aim of securing this as an annual event. Highlights of the event included the Antrim Town Business Awards, Street Entertainment and a Craft/Twilight Market. The footfall results were excellent with 16,500 people visiting the town during the event.</p>

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Objective 5: We will maximise tourism opportunities and have a strong arts and cultural economy, through working in partnership to deliver showcase events and enhancing the visitor experience

What we said we would do

3. Work in partnership with the local tourism industry to create innovative opportunities to enhance the visitor experience.

What has been achieved

The Council continue to work in partnership with the local tourism industry to create innovative opportunities to enhance the visitor experience. The following activities took place during 2016-17:

- There are established Town Centre Teams for the key town destinations in the Borough. The Council engages local stakeholders in order to deliver enhancements to the visitor offer through infrastructure and capital works, regeneration initiatives and delivery of facilities, activities and events.
- Ongoing delivery of civic realm schemes in town centres.
- The opening times of the Old Courthouse, including tourist visitor information service have been reviewed (Monday - Saturday from 10am until 4.30pm).
- A commitment to participate in Tourism NI's Visitor Experience Quality Grading Scheme has been given.
- A partnership with the Ulster Scots Agency to develop the heritage offering within Antrim Town through development and promotion of a Scotch Quarter around Pogue's Entry was approved in March 2017.
- An original theatre piece on Alexander Irvine was premiered at Antrim Live with £2,000 funding provided from the Ulster Scots Agency.
- The Arts and Culture team are working with Town Centre Teams through a District Electoral Area (DEA) project to develop street signage, for example signage to better connect Antrim Town with Antrim Castle Gardens.



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Objective 5: We will maximise tourism opportunities and have a strong arts and cultural economy, through working in partnership to deliver showcase events and enhancing the visitor experience

What we said we would do

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What has been achieved

- There is a Tourism Team made up of 9 representatives from attractions, accommodation and activity providers. A new Action Plan for 2016/17 indicates actions to build capacity within the local tourism sector to enhance the quality of the visitor offer in the Borough generally and specific actions to promote the Borough to increase visitor numbers, spend and overnight stays including developing tourism trails, activity tourism products and develop opportunities for clustering and cross selling.
- Officers are working closely with Tourism NI to explore new partnership opportunities involving the private sector to take forward the development of the Borough's visitor trails and activity tourism products, launching a fresh marketing campaign, improving tourist signage, creating a dedicated tourism 'micro' website and lobbying Tourism NI and Transport NI to improve access/transport links.



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Objective 5: We will maximise tourism opportunities and have a strong arts and cultural economy, through working in partnership to deliver showcase events and enhancing the visitor experience

What we said we would do	What has been achieved
<p>4. Measure customer satisfaction with visitor attractions, theatre performances and events.</p> <p>In 2016 baseline measurements were collected at the following key arts and cultural facilities:</p> <ul style="list-style-type: none"> • Theatre at The Mill • The Courtyard Theatre • The Courthouse Theatre • Antrim Castle Gardens • Large Scale Events 	<p>Theatre Performances: Customers attending our Theatres participated in a UK wide theatre experience survey in March 2017 and achieved a rating of 4.61 out of 5. (2015-16: 4.49 out of 5). This compares favourable against a UK average of 4.35 out of 5.</p> <p>Visitor Attraction: Antrim Castle Gardens and Clotworthy House is seen as the Council's major visitor attraction of regional significance. Customer satisfaction with this visitor attraction achieved a rating of 88% (Source Visitor Survey, Tourism Strategy 2017-2020).</p> <p>Events: Both the Arts and Culture and Tourism service developed a post event satisfaction survey for implementation at both large scale Halloween family events held in October 2016 as well as the Enchanted Winter Garden event in December 2016.</p> <p>These events achieved an overall satisfaction rating of 72% for the Halloween events and 75% for Enchanted Winter Garden.</p> <p>In addition to this, the January 2017 issue of Borough Life carried a specific large scale event satisfaction survey with results available in time to inform the planning of the Council large scale events offer for 2017.</p> <p>The survey covered all Council run large scale events and the overall level of satisfaction for all events was 3.72 out of 5. This ranged from 3 out of 5 for the Christmas Light Switch On to 4.3 out of 5 for the Enchanted Winter Garden.</p>



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Objective 5: We will maximise tourism opportunities and have a strong arts and cultural economy, through working in partnership to deliver showcase events and enhancing the visitor experience

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status												
1. We increase the number of day visitors, overnight stays and visitor spend.	See below (Source: NISRA)	<p>See results outlined below: (Source NISRA).</p> <table border="1" data-bbox="809 558 1493 889"> <thead> <tr> <th></th> <th>2015</th> <th>2016</th> </tr> </thead> <tbody> <tr> <td>Overnight Stays</td> <td>673,876</td> <td>672,929</td> </tr> <tr> <td>Overnight Trips</td> <td>204,902</td> <td>217,829</td> </tr> <tr> <td>Visitor Spend</td> <td>£34.3m</td> <td>£38.4m</td> </tr> </tbody> </table> <p>Note: The number of 'visitors to the Borough' has been excluded from this table as the methodology for the calculation has changed since 2015 and therefore does not provide a useful comparison.</p>		2015	2016	Overnight Stays	673,876	672,929	Overnight Trips	204,902	217,829	Visitor Spend	£34.3m	£38.4m	Fully Achieved
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2. More people are using our key arts, cultural attractions and attending events.	(Source: In House Figures)	<p>(a) Arts summary:</p> <table border="1"> <thead> <tr> <th></th> <th>2015/16</th> <th>2016/17</th> </tr> </thead> <tbody> <tr> <td>Visitors attracted to Antrim Castle Gardens</td> <td>347,514</td> <td>420,000</td> </tr> <tr> <td>Enchanted Winter Garden</td> <td>16,918 (Dec)</td> <td>43,781 (Dec)</td> </tr> <tr> <td>Visitors to Sentry Hill</td> <td>6,300</td> <td>6,150</td> </tr> <tr> <td>Visitors to Museum at the Mill</td> <td>9,500</td> <td>11,616</td> </tr> <tr> <td>Total</td> <td>380,232</td> <td>481,547</td> </tr> </tbody> </table>		2015/16	2016/17	Visitors attracted to Antrim Castle Gardens	347,514	420,000	Enchanted Winter Garden	16,918 (Dec)	43,781 (Dec)	Visitors to Sentry Hill	6,300	6,150	Visitors to Museum at the Mill	9,500	11,616	Total	380,232	481,547	Fully Achieved
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Objective 5: We will maximise tourism opportunities and have a strong arts and cultural economy, through working in partnership to deliver showcase events and enhancing the visitor experience

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
<p>3. Our local tourist industry and visitors tell us that we are delivering added value.</p>	<p>N/A</p>	<p>The indicators chosen to demonstrate 'added value' include:</p> <p>Overnight stays in the Borough 672,929 (2016) and 673,876 (2015)</p> <p>Overnight trips: 217,829 (2016) and 204,290 (2015)</p> <p>Visitor spending in the Borough: £38.4m (2016) and £34.3m (2015) (figures supplied from NISRA).</p> <p>In order to establish and deliver added value, the Council has recently established a local Tourism Forum with representatives from the local tourist industry. The Forum meets on a quarterly basis and to date, 15 individuals have attended. In addition, 3 master classes for local providers have been undertaken with 30 individuals participating.</p> <p>In terms of 'added value', The Tourism Forum has been actively involved in helping the Council to develop and refine the new Tourism Strategy for the Borough. The Forum is also assisting in the development of the Tourism portal that will be integrated into the Council's corporate website.</p>	<p>Fully Achieved</p>



Objective 6: We will improve the physical environment and work with partners to deliver town and village regeneration

What we said we would do.	What has been achieved
<p>1. Roll-out a capital development programme for the following four projects:</p> <ul style="list-style-type: none"> • Randalstown Phase 2 • Carnmoney Road, Glengormley • Ballyclare (North) • Bridge Street/Dublin Road, Antrim 	<p>Except as otherwise stated the following public realm schemes were completed on / before 31 March 2017:</p> <ul style="list-style-type: none"> • Randalstown Phase 2 Public Realm scheme • Carnmoney Road, Glengormley • Ballyclare (Completed at the end of July 2017) • Bridge Street/ Dublin Road
<p>2. Improve the existing retail and public realm environment in our towns (Randalstown, Antrim, Glengormley and Ballyclare).</p>	<p>Successful shop front improvements and marketing campaigns were completed in Antrim and in Ballyclare by 31 March 2017.</p> <p>A feasibility study to investigate the viability of a Business Improvement District (BID) in Ballyclare was completed.</p> <p>Street markets were delivered or funded by the Council took place in Antrim, Ballyclare, Glengormley, Randalstown and Toome over the Christmas period.</p> <p>Antrim Live, a two day arts and entertainment festival took place in Antrim town centre on the 24 and 25 February 2017.</p>
<p>3. Work with partners to regenerate the physical and social fabric of our villages and rural communities.</p>	<p>A successful funding application was made to GROW (£26,400) to produce six new village / hamlet plans and update five existing village / hamlet plans. These were completed in March 2017. The Council offered grant assistance of £203,000 to 7 rural business.</p> <p>Five Town Teams (Antrim, Ballyclare, Crumlin, Glengormley and Randalstown) were established and Action Plans were progressed and completed at the end of March 2017.</p>

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Objective 6: We will improve the physical environment and work with partners to deliver town and village regeneration

What we said we would do.

3. (Continued)

What has been achieved

The Town Teams agreed Action Plans with the Council for spending their £22k allocation of funding. A range of projects were delivered across each of the five towns, including:

1. Free public Wi-Fi.
2. Promotional campaigns for shop local.
3. Contributions to street markets.
4. Town centre events.
5. New town centre signage and lighting.
6. Local business awards.
7. Pop-Up Shops.
8. Virtual windows on vacant properties.
9. Small scale environmental improvements including planters and hanging baskets.
10. Networking events for town centre traders.



Objective 6: We will improve the physical environment and work with partners to deliver town and village regeneration

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
<p>1. Real improvements have been delivered to our facilities and we have achieved customer satisfaction.</p>	<p>N/A **</p>	<p>Real improvements have been delivered which include (a) Maximising publicity opportunities (b) Engaging with Translink (c) Encouraging coach operators to the Borough (d) Brown signage for Antrim Castle Gardens from the M2 and (e) Identifying best practice in urban regeneration from IR/GB/EU.</p> <p>We have achieved customer satisfaction as a result of physical improvements which have been made to our facilities which have been illustrated previously, however no formal customer surveys have yet measured specific feedback relating to these improvements.</p> <p>In addition 4 public realm schemes were delivered during 2016-17, (except as otherwise stated), demonstrating that real improvements have been delivered in the following areas:</p> <ul style="list-style-type: none"> • Randalstown Phase 2 Public Realm scheme. • Carnmoney Road, Glengormley. • Ballyclare (completed by the end of July 2017). • Bridge Street/ Dublin Road. <p>Post project evaluations will be undertaken to measure customer satisfaction in due course.</p>	<p>Substantially Achieved</p>

** No baseline data customer satisfaction is available in relation to capital projects, revitalisation schemes or public realm projects.

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Objective 6: We will improve the physical environment and work with partners to deliver town and village regeneration

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
2. Shop front and streetscape improvement programmes have been completed in Randalstown, Antrim and Glengormley and Ballyclare.	N/A	Shop front and streetscape improvements have been made in Randalstown, Antrim and Ballyclare. Streetcape improvements have been made in Glengormley.	Fully Achieved



Objective 6: We will improve the physical environment and work with partners to deliver town and village regeneration

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
<p>3. Key regeneration projects linked to the village planning processes across rural areas have been identified and applications for grant assistance submitted.</p>	<p>Projects identified in village plans which were produced 5 years ago. Limited contact with village groups to identify priority projects.</p>	<p>We secured grant assistance of £26,400 from GROW South Antrim to produce 6 new village/hamlet Plans across the Borough and update 5 existing Plans. These Plans were developed in consultation with the community. Expressions of interest were received from 9 villages to implement actions under the complete village/hamlet plans.</p>	<p>Fully Achieved</p>
<p>4. We retain existing and achieve additional external accreditations/awards.</p>	<p>11 Green Flags. Winners and Shortlisted for 'Community Awards' i.e. Britain in Bloom; Ulster in Bloom; Roses in Town; Large Housing Area Award; Best Kept Awards. Source: Annual Report 2015/16</p>	<ul style="list-style-type: none"> • Two 2nd Place and two 3rd Place Ulster in Bloom awards. • Worked towards the retention of, and achievement of new awards, for 14 Green Flag sites within the Borough. • Achieved Field in Trust Award: Best NI Park, Antrim Castle Garden • Achieved BREEAM and CEEQUAL Sustainability Awards for development work at Crumlin Leisure Centre 	



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Objective 7: We will seek to encourage and support those who wish to start their own business and we will strengthen and grow the business base of the Borough

What we said we would do	What has been achieved
1. Deliver a high quality support service to those interested in starting a new business.	<p>The Council provides a high quality support service to those interested in starting a new business.</p> <p>During 2016-17, 92 new jobs were promoted through business start-up activity, this exceeds the statutory target set of 80 jobs promoted.</p>
2. Roll-out a series of programmes to support existing businesses to help them develop and grow.	<p>The Council delivered the following programmes:</p> <p>The STAR2 and 'Bricks 'n' Clicks business development programmes supported 51 businesses in the services, tourism and retail sectors. (30 businesses were supported in 2015-16).</p> <p>ASK business mentoring offers up to 10 hours of mentoring to existing businesses in the Borough. 54 businesses availed of this mentoring support during 2016-17. (34 businesses availed of the support during 2015-16).</p> <p>12 LEAN Business Network events were delivered with 318 participants attending (2015-16: 13 events and 355 participants). These events addressed business issues such as: Social Media Strategy, Facebook advertising, PR and advertising on a budget and Establishing a retail business via eBay or Amazon.</p> <p>The Council sponsored a 'pop-up' shop scheme in Antrim and provided 6 new business starts with an opportunity to test trade from established commercial premises for up to 9 weeks.</p>



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Objective 7: We will seek to encourage and support those who wish to start their own business and we will strengthen and grow the business base of the Borough

What we said we would do	What has been achieved
<p>3. Collaborate with external partner organisations to provide services that can support people into employment and self-employment.</p>	<p>We have collaborated with the following to support people into employment and self-employment.</p> <p>The Princes Trust: Offers Development Grants of up to £500 to enable unemployed young people, aged 16-25, access employment, training or education.</p> <p>NOW Group: Supports young people, aged 16-24 and adults up to 65 with learning difficulties to access training, volunteering and employment opportunities using a mix of mentoring, workshops, and tailored advice services.</p> <p>Network Personnel: Is running a Job match Programme in the Borough which provides guidance, skills and employability support to those who are unemployed or economically inactive.</p> <p>Antrim Enterprise Agency: Offers an Exploring Enterprise programme which aims to help residents within the most deprived communities and socially disadvantaged groups within the Borough take the first steps to gaining employment or exploring a business idea.</p> <p>LEDCOM: – is delivering an employability and enterprise project in the Ballyclare DEA, with a particular focus on young people, women and the long term unemployed.</p> <p>Unemployment in the Borough is 2.2% (2016: 3%), which is lower than the Northern Ireland average of 5%.</p>
<p>4. Provide direct grant assistance to eligible businesses in the rural areas of the Borough through the NI Rural Development Programme (GROW).</p>	<p>Grant assistance of £203,000 was offered to 7 rural businesses in the Borough during 2016-17.</p>



Objective 7: We will seek to encourage and support those who wish to start their own business and we will strengthen and grow the business base of the Borough

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
1. Our businesses tell us that we have met their expectations.	Businesses that attend the LEAN business networking events have indicated that the Council is providing them with a valuable service through regular surveys.	<p>The Council continue to deliver programmes and services that meet business expectations.</p> <p>Qualitative feedback was sought from three large organisations during 2016-17 and overall the feedback from these organisations was very positive.</p> <p>Customer satisfaction was measured at the LEAN business network events achieving an overall 100% satisfaction.</p>	Fully Achieved
2. New businesses are created in the Borough.	80 Statutory Target	During 2016-17, 92 new jobs were promoted through business start-up activity, this exceeds the statutory target set of 80 jobs promoted.	Fully Achieved

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Objective 7: We will seek to encourage and support those who wish to start their own business and we will strengthen and grow the business base of the Borough

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
3. New jobs are created as a result of Council supported Programmes and initiatives.	105 Source: Department for the Economy	92 new jobs created. This exceeds the statutory target of 80.	Fully Achieved
4. Rural businesses successfully access grant aid.	N/A	The Council has offered grant assistance of £203,000 to 7 rural businesses in the Borough.	Fully Achieved



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Objective 8: We will be at the forefront of good governance and make the best use of our resources through innovative practices and strong financial arrangements

What we said we would do	What has been achieved
1. Use the latest technology to embed strong financial arrangements and to support efficient working.	<p>During 2016-17 technology has been developed and implemented to embed strong financial arrangements and efficient working, these include:</p> <ul style="list-style-type: none"> • A Spend Analysis Review has been carried out in terms of procurement activity. • Optical Character Recognition software and an App were developed and implemented to improve the speed at which we pay invoices.
2. 'Drill down' and examine key areas of Council spend using digital solutions, and identify areas for optimisation.	<p>In addition to the Spend Analysis of procurement activity and the digital solutions implemented to improve the speed we pay invoices, the Council has also developed a series of Performance Dashboards to analyse departmental spend and focus on areas of interest such as Absenteeism.</p>
3. Continue to make efficiency savings to ensure the rates burden for our business and domestic customers is minimal.	<p>Detailed budgets were prepared incorporating voluntary severance scheme savings, new departmental structures, aligned services and service improvements plan for 2017/18; all with the overarching aim of fulfilling business and corporate plan commitments as efficiently as possible. Budgets were set with a zero base approach thereby ensuring efficiencies gained were reflected in new budgets set.</p> <p>In parallel with the budget process, budget monitoring continued in earnest to tightly monitor financial progress in the year.</p> <p>A new 'reserves policy' was adopted by Council to ensure that reserves maintained were adequate, necessary and reflective of the prevailing financial risks.</p>



Objective 8: We will be at the forefront of good governance and make the best use of our resources through innovative practices and strong financial arrangements

How we said we would know if we have succeeded	Baseline Information as at March 2016 (unless stated)	What has been achieved	Status
<p>Have reviewed the costs of services and implemented actions to realise savings.</p>	<p>15/16 budget history; VSS outworking's. New structures in place or drafted. No 'reserves' policy was in place.</p>	<p>At a special meeting on 13 February 2017, Antrim and Newtownabbey Borough Council agreed its District Rate, which came into effect on 1 April 2017. Over the year, Antrim and Newtownabbey Borough Council identified a range of efficiencies:</p> <ul style="list-style-type: none"> (a) Decrease of 0.52% in domestic rates within the Antrim area. (b) No increase in the domestic rates within the Newtownabbey area. (c) Non-domestic ratepayers across both Antrim and Newtownabbey, 0.51% reduction in rates. 	<p>Fully Achieved</p>
<p>Have met or exceeded budget targets, having delivered our agreed objectives.</p>	<p>£1.8m overall surplus. Net cost of services underspend £1.3m (3.3%) (excluding capital financing).</p>	<p>Budgets continued to be monitored and reviewed. Additional analysis through benchmarking and use of data visualisation tools helped drive better monitoring of services delivery to agreed targets.</p> <p>We had controlled our net costs of services to come within budget, but for a late adjustment of £959,000, that we were notified of over five months after the year end. This late adjustment, which was completely outside of the control of the Council was as a consequence of notification by Land and Property Services that a ratepayer within the Borough had successfully appealed their rates' property valuation. This late adjustment resulted in Council recording a deficit of £483,000.</p>	<p>Fully Achieved</p>

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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 2015-16 and how Antrim and Newtownabbey has performed in relation to other Northern Ireland Councils.



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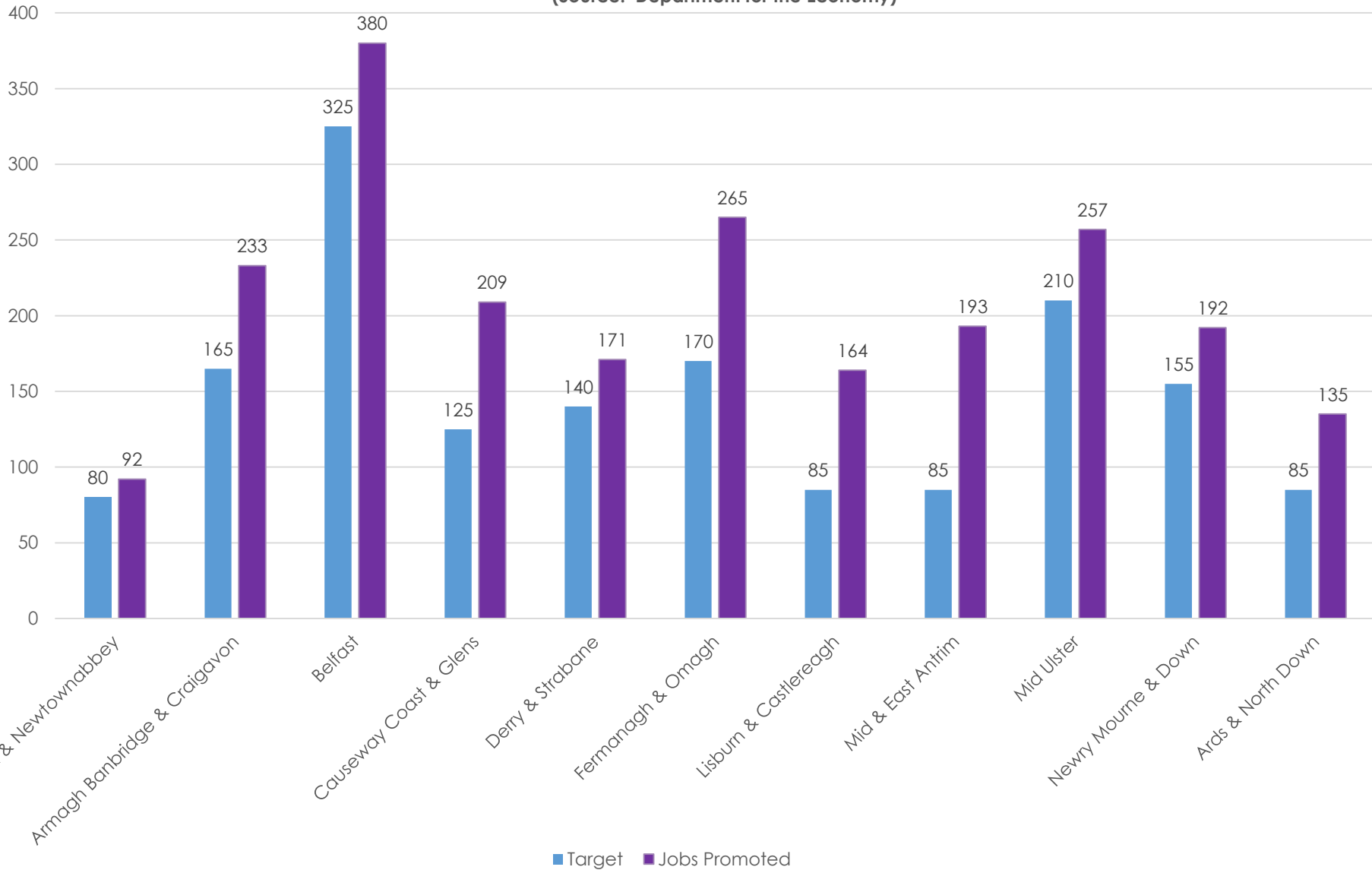
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ECONOMIC DEVELOPMENT: The number of jobs promoted through business start-up activity

Standard to be met (annually)	2015 -16	2016-17	What has been achieved	Status
80	105	92	<p>The Regional Start Initiative is delivered by Enterprise NI, managed by Invest NI, on behalf of Councils, via a Service Level Agreement.</p> <p>Invest NI monitor targets and report monthly to Councils on progress re: performance levels and targets of each Council area.</p> <p>The Antrim and Newtownabbey area has exceeded their target, see overleaf for comparison with other Council areas.</p>	Fully Achieved

The Number of Jobs Promoted through Business Start-Up Activity

(Source: Department for the Economy)





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

Standard to be met (annually)	2015 -16	2016-17	What has been achieved	Status
The target for major applications is to process 50% from submission to conclusion within 30 weeks.	28.2 weeks 52.4%	73.6 weeks 15.9%	<p>The Council processed 13 major applications to conclusion with an average processing time of 73.6 weeks meaning that we achieved 15.9%, which did not meet the statutory target set.</p> <p>The Council's average processing time for major applications ranked eighth among all Councils, whilst the proportion of applications concluded within 30 weeks ranked sixth.</p> <p>Please see link for comparison with other Council areas:</p> <p>https://www.infrastructure-ni.gov.uk/news/publication-northern-ireland-planning-statistics-third-quarter-201617</p>	Not Achieved*

* According to the NISRA Annual Planning Statistics the Council took on average 73.6 weeks to process and decide Major planning applications during 2016-17 against the statutory target of 30 weeks. However these statistics relate to only a small number of such applications (some 13 cases in total over the year) which can cause considerable variation in performance. In addition almost 50% of these cases related to complex backlog applications which passed to the Council from the then Department of the Environment on 1 April 2015 several of which were ultimately withdrawn.

Finally it should also be noted that no Council met the 30 week target and the NI average was 68.6 weeks across all Councils.

In relation to performance improvement the Council is seeking over the course of the coming year to introduce a series of measures aimed at reducing the backlog and prioritising the processing of Major applications. This has included the temporary promotion of a member of staff to focus on business critical major applications. However it should be recognised that until the backlog of older, more complex applications is removed these will continue to impact on future performance.



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

Standard to be met (annually)	2015 -16	2016-17	What has been achieved	Status
The target for local applications is to process 50% from submission to conclusion within 15 weeks.	14 weeks	12.6 weeks	<p>The Council processed 790 local applications to conclusion with an average processing time of 12.6 weeks meaning that we achieved 65.9%, which met the statutory target set.</p> <p>This marked an improvement on performance in 2015/16 despite an increase of some 10% in the number of local applications received.</p> <p>The Council's average processing time for local applications ranked third among all Councils, whilst the proportion of applications concluded within 15 weeks ranked second.</p> <p>Please see link for comparison with other Council areas:</p> <p>https://www.infrastructure-ni.gov.uk/news/publication-northern-ireland-planning-statistics-third-quarter-201617</p>	Fully Achieved
	55.9%	65.9%		



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PLANNING: % enforcement cases concluded within 39 weeks

Standard to be met (annually)	2015 -16	2016-17	What has been achieved	Status
The target for enforcement cases was to process to a conclusion 70% of cases within 39 weeks of receipt.	19.5 weeks 84.2%	14.2 weeks 93.5%	<p>The Council opened 440 new cases with an average processing time of 14.2 weeks meaning that we achieved 93.5%, which met the statutory target set.</p> <p>This marked an improvement on performance in 2015/16 despite an increase of some 30% in the number of cases opened.</p> <p>The Council's average closure time for enforcement cases and the proportion of cases closed both ranked first among all Councils.</p> <p>Please see link for comparison with other Council areas:</p> <p>https://www.infrastructure-ni.gov.uk/news/publication-northern-ireland-planning-statistics-third-quarter-201617</p>	Fully Achieved

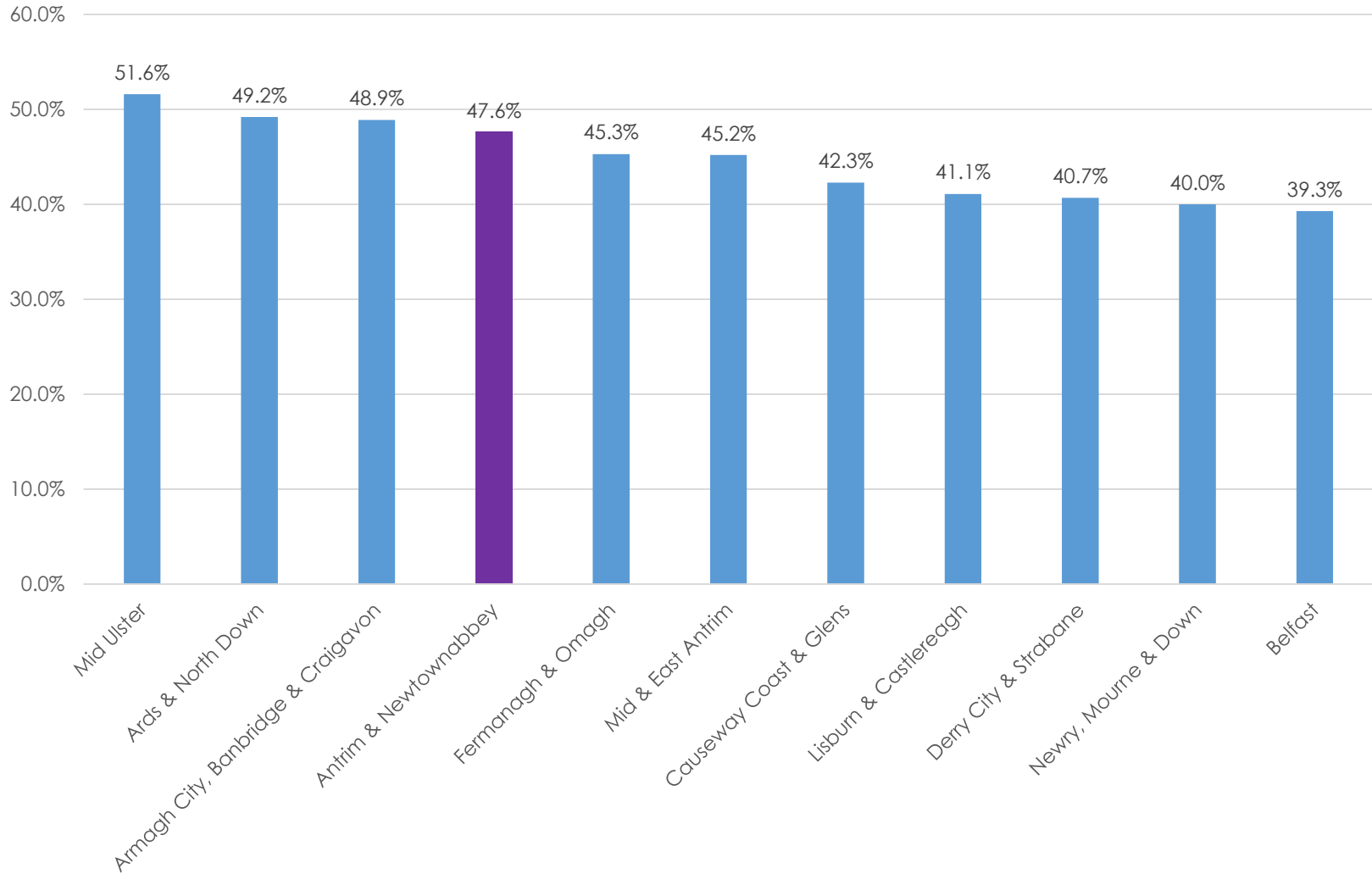
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WASTE MANAGEMENT: The percentage of household waste collected that is sent for recycling.

Standard to be met (annually)	2015 -16	2016-17	What has been achieved	Status
NI Landfill Allowance Scheme (50% by 2020)	47.46%	47.56%	<p>Through a range of measures the Council has increased the percentage of household waste collected that is recycled from 47.46% (2015-16) to 47.56% (2016-17). In comparison with other Councils, Antrim and Newtownabbey ranked 4th out of the 11 Councils. This performance can be viewed overleaf.</p> <p>Please see link for comparison with other Council areas:</p> <p>https://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-january-march-2017</p>	Fully Achieved

% of Household Waste Collected that is sent for Recycling 2016-17

(Source: Department of Agriculture, Environment and Rural Affairs)





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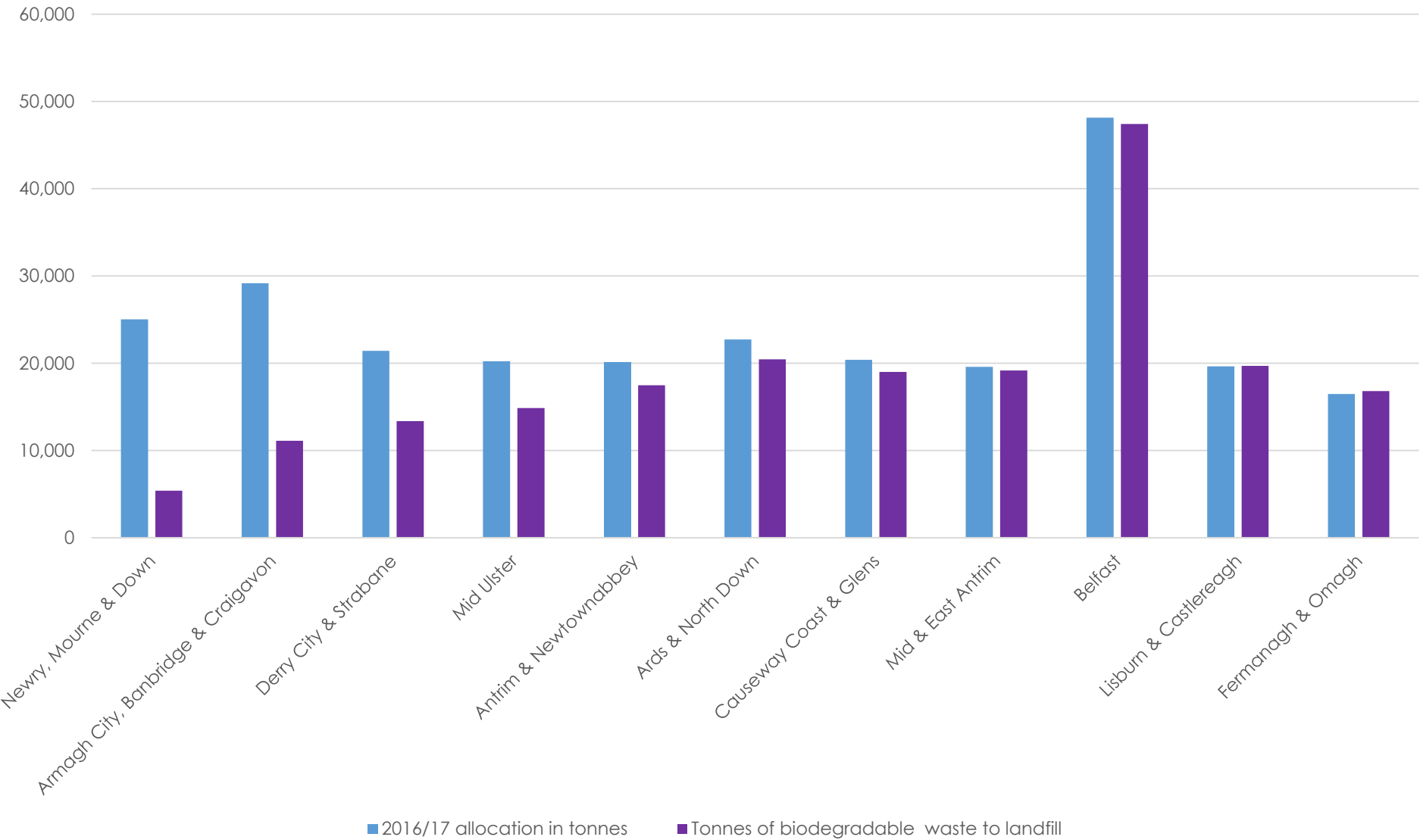
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WASTE MANAGEMENT: The amount of biodegradable waste that is landfilled (tonnes).

Standard to be met (annually)	2015 -16	2016-17	What has been achieved	Status
Northern Ireland Landfill Allowance Scheme.	18,873 tonnes (Landfill allowance 21,148)	17,469 tonnes (Landfill allowance 20,058)	<p>The Council has landfilled 17,469 tonnes of biodegradable waste and used 87.1% of the landfill allowance. In comparison with other Councils, Antrim and Newtownabbey ranked 5th out of the 11 Councils. This performance can be viewed overleaf.</p> <p>Please see link for comparison with other Council areas:</p> <p>https://www.daera-ni.gov.uk/publications/northern-ireland-local-authority-collected-municipal-waste-management-statistics-january-march-2017</p>	Fully Achieved

Biodegradable waste sent to landfill (tonnes)

(Source: Department of Agriculture, Environment and Rural Affairs)





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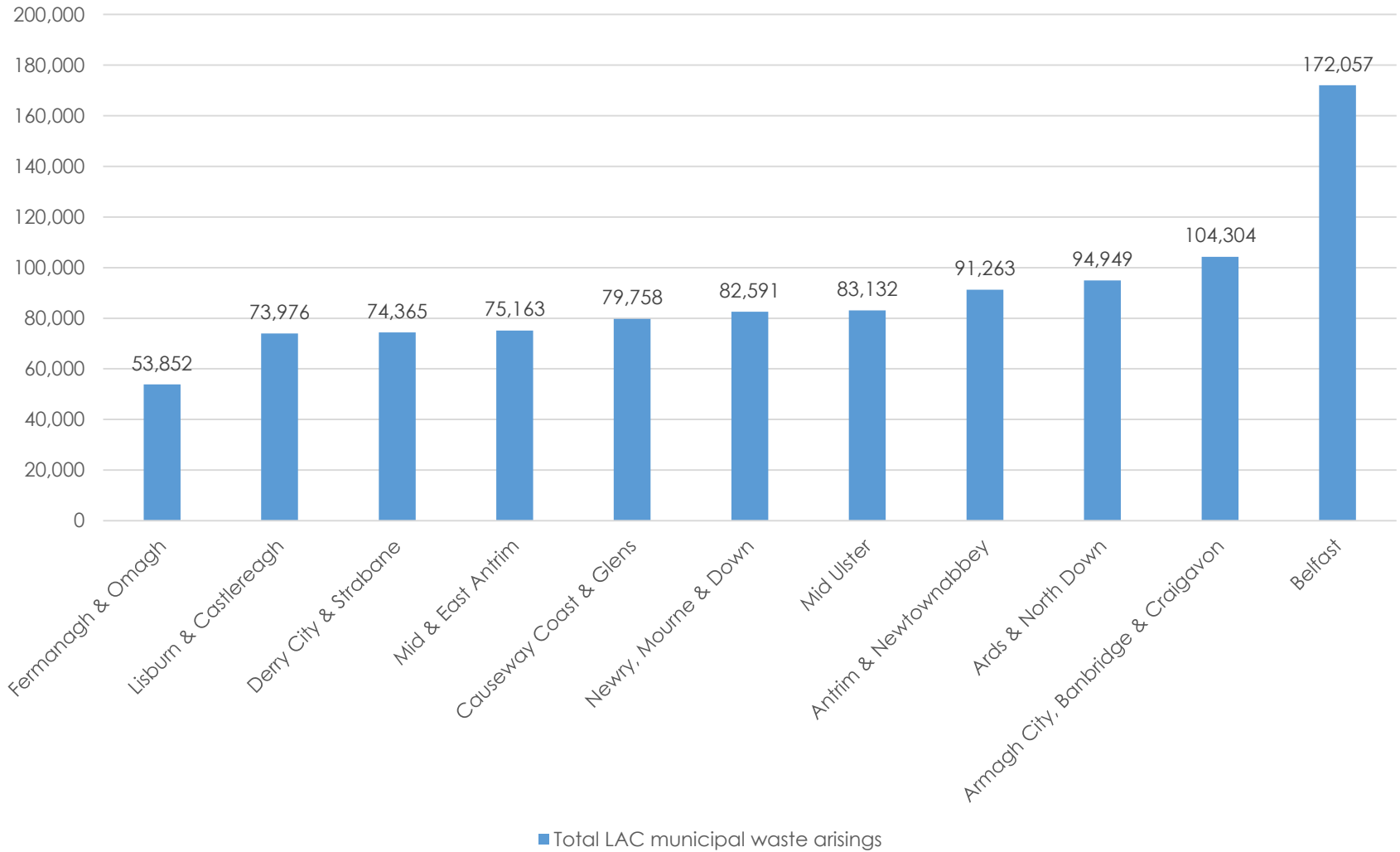
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WASTE MANAGEMENT: The amount municipal waste arisings (tonnes)

Standard to be met (annually)	2015 -16	2016-17	What has been achieved	Status
In line with the Northern Ireland Landfill Allowance Scheme.	85,057 tonnes	91,263 tonnes	<p>91,263 tonnes of municipal waste was collected during 2016-17.</p> <p>This is an increase of 6,206 tonnes on the previous year. In comparison with other Council's, Antrim and Newtownabbey ranked 8th out of the 11 Councils. This performance can be viewed overleaf.</p> <p>Please see link for the 2016-17 performance comparison information with other Council areas:</p> <p>https://www.daera-ni.gov.uk/articles/northern-ireland-local-authority-collected-municipal-waste-management-statistics</p>	Fully Achieved

Municipal Waste Arising 2016-17 (Tonnes)

(Source: Department of Agriculture, Environment and Rural Affairs)



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SELF IMPOSED INDICATORS AND STANDARDS

The Council has selected a number of self-imposed indicators and standards. This section of the report details how the Council performed against these self imposed indicators and standards and a comparison against 2015-16.

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

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SELF IMPOSED INDICATORS AND STANDARDS

Indicator	Standard to be met	2015 -16	2016-17	Status
% of invoices paid within 30 days	90%	72.7%	83.2%	Partially Achieved*
% of invoices paid within 10 days	80%	48.4%	49.5%	Not Achieved*

* The Council did not meet the self imposed indicators and standards for prompt payment performance i.e. 80% of invoices paid within 10 days and 90% of invoices paid within 30 days. This was largely due to delays in the processing of invoices. The introduction of an additional weekly payment run and innovative methods of streamlining processing have been implemented to improve prompt payment performance.

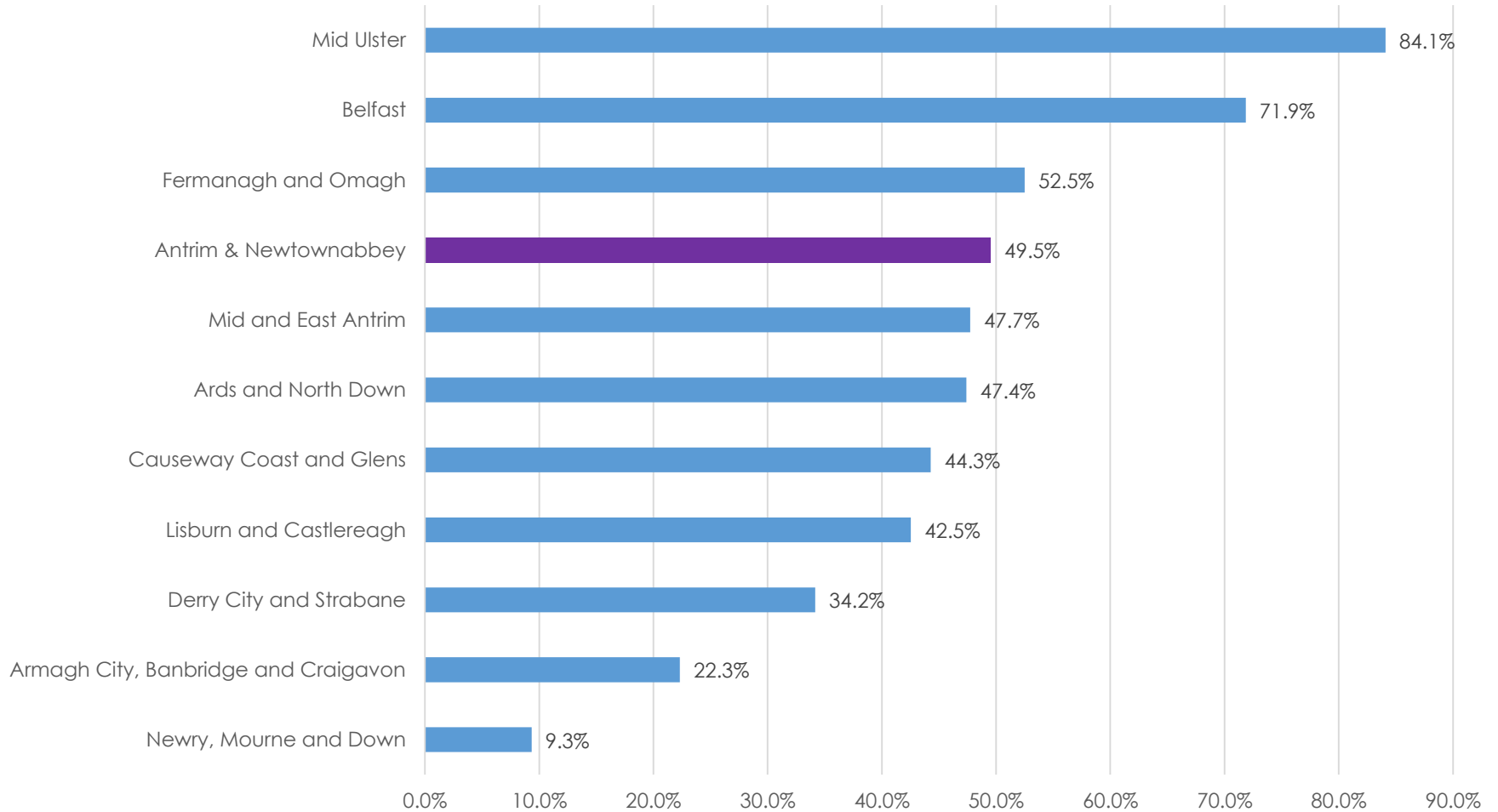
Prompt payment performance was identified as an improvement objective in the Corporate Improvement Plan 2017-18. Results in the second quarter of 2017/18 show a marked improvement as demonstrated below:

- The Council paid 67% of invoices within the 10 day target
 - The Council paid 85% of invoices within the 30 day target.
-
- Comparison with other NI Councils is presented overleaf for 2016-17

Prompt Payment Performance: Comparison with other NI Councils (2016-17)

Source: Department for Communities

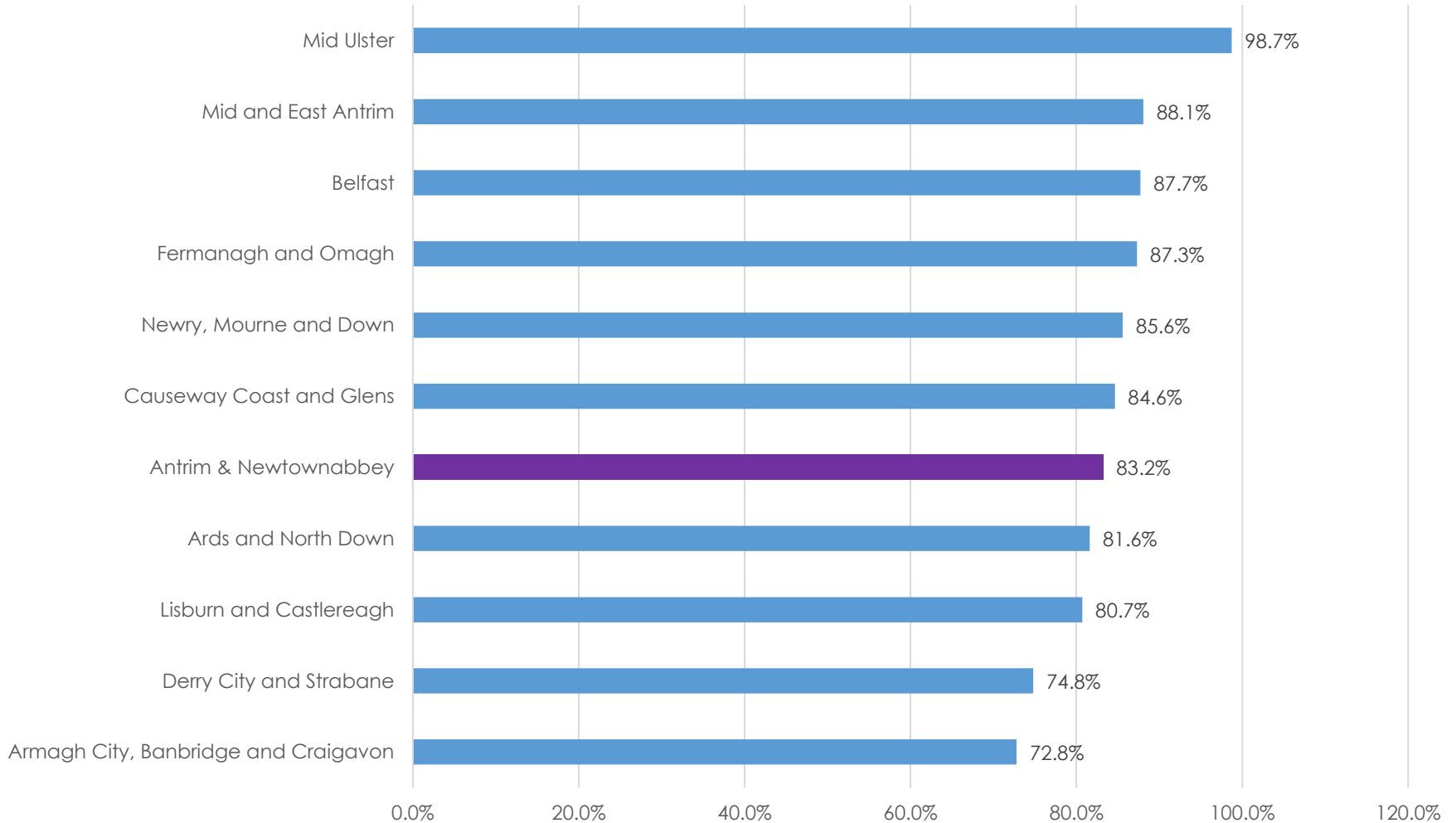
% paid within 10 working days



Prompt Payment Performance: Comparison with other NI Councils (2016-17)

Source: Department for Communities

% paid within 30 calendar days





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SELF IMPOSED INDICATORS AND STANDARDS

Indicator	Standard to be met	2015 -16	2016-17	Status
Reduction in the average number of days lost per employee.	1% reduction	12.12 days	14.36 days	Not Achieved*
We have increased 100% staff attendance levels.	2 % increase	48%	53%	Fully Achieved

* The Council did not meet the self imposed indicator and standard of a 1% reduction in the average number of days lost per employee during 2016-17. Employee health and merger related issues such as changes in culture, organisation structures and operational practices contributed to this increase in employee absence. The formal management of absence was ongoing throughout the 2016-17 year, and the table below summarises the number of cautions/case reviews.

Number of Cases	
First Caution	11
Second Caution	2
Third Caution	4
Formal Case Reviews	10 (6 contract terminations)

Securing an increase in staff attendance, was identified as an improvement objective in the Corporate Improvement Plan 2017-18. Results in the second quarter of 2017/18 show a marked improvement i.e. 4.65 days lost per employee.

The Council will continue to work collaboratively to manage absence closely, review procedures and make improvements where appropriate. Through employee engagement, recognition and well-being initiatives the Council will encourage staff to focus on their own health.



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SELF IMPOSED INDICATORS AND STANDARDS

Indicator	Standard to be met	2015 -16	2016-17	Status
Our performance for 'cleanliness score' is in the top quartile of the annual Keep Northern Ireland Beautiful National Benchmarking Report.	Performance in the top quartile.	Rated 7 th against other NI Councils. (2014-15)	Rated joint 7 th against other NI Councils. (2015-16)	Not Achieved*
Our performance for the number of fixed penalties issued is in the top quartile of the annual Keep Northern Ireland Beautiful National Benchmarking Report.	Performance in the top quartile.	5 th highest number of fixed penalties issued. (2014-15)	Joint 3 rd highest number of fixed penalties issued. (2015-16)	Fully Achieved

* The Council did not meet the self imposed indicator and standard for the achievement of 'top quartile performance' in relation to the cleanliness score as measured by Keep Northern Ireland Beautiful.

Changing lifestyles and social attitudes have led to an increase in litter levels meaning that keeping the Borough clean is becoming more challenging. This was included as an improvement objective in the Corporate Improvement Plan 2017-18. Measures to address littering and dog fouling are being presented to the Council in October 2017 for approval.



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SELF IMPOSED INDICATORS AND STANDARDS

Indicator	Standard to be met	2015 -16	2016-17	Status
There is a 65% resident's satisfaction rating with the quality of information on the Council's website and digital services.		No baseline data available	57%	Not Achieved*
There is a 10% increase in the number of people taking out leisure memberships.	6,422	4,778	5,180	Substantially Achieved

* The Council did not meet the self imposed indicator and standard in terms of the achievement of a 65% resident satisfaction level in relation to the quality of information on the Council's website and digital services. The Council offers twenty-one online services and one possible explanation for the 57% satisfaction rating could be that the website needs to be updated to make online tasks easier and more accessible. To this end, work is ongoing to upgrade the Council's website.

Increasing overall customer satisfaction by using technology to increase accessibility to information and services was identified as an improvement objective in the Corporate Improvement Plan 2017-18.

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Overall Assessment 2016-17

Significant progress was made in 2016-17 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.

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Have your Say

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

You can get involved and participate in consultations being conducted by the Council, which can be accessed through the consultation hub on the Council's website – www.antrimandnewtownabbey.gov.uk In addition meetings of the Council and its Committee are open to the public, with the exception of those times when sensitive or confidential issues need to be discussed.

If you have any comments, would like any further information, or would like a copy of this document in an alternative format please contact us using the details below.

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