



# Annual Report on Performance 2020-21 Self-Assessment



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## Introduction

Welcome to Antrim and Newtownabbey Borough Council's Annual Report on Performance 2020-21 Self-Assessment.

This document presents a self-assessment of the performance of Antrim and Newtownabbey Borough Council (the Council) in discharging the general duty under Part 12 of the Local Government Act (Northern Ireland) 2014 (the Act) in relation to performance improvement arrangements. The Act specifies that Council must make arrangements for the publication of:

Its assessment of its performance during a financial year:

- The statutory performance indicators and self-imposed indicators for 2020-21.

Its assessment of its performance in exercising its functions during 2020-21 as compared with:

- Its performance in previous financial years.
- So far as is reasonably practicable, the performance during that and previous financial years of other Councils.

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

**JACQUI DIXON BSC MBA**

**Chief Executive**



## The Councils response to the pandemic during 2020-21

The Council is proud of the way in which we performed and responded to the immediate impact of the pandemic. From ensuring the delivery of vital food parcels to customers accessing services in new ways, we rose to the challenge in many ways as illustrated below, thanks to the support of Central Government, other stakeholders, and above all, an outstanding community response.



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## Performance Improvement Duty

### Performance Improvement under the Local Government Act 2014

Part 12 of the Act details the framework to support continuous improvement in the delivery of services, in the context of strategic objectives and issues that are important to those who receive the services. The Council is required to gather information to assess improvements in services and to issue a report annually on performance against self-imposed and statutory indicators.

#### The General Duty of Improvement

Under section 84 of the Act, the Council is under a general duty to make arrangements to secure continuous improvement in the exercise of its functions.

#### What is Improvement?

'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 should mean activity that enhances the sustainable quality of life and environment for ratepayers and communities.

Firstly, the duty involves 'making arrangements' to improve, and the Council should put in place arrangements which allow the effective understanding of local needs and priorities, and to make best use of resources and capacity to meet them and to evaluate the impact of actions.

Secondly, the duty refers to 'continuous improvement'. The Council should seek continuously to ensure that improvement objectives remain relevant, that the best arrangements for delivering them are in place, and that Council is able to understand and demonstrate the impact on the outcomes for citizens.

#### Improvement objectives

Section 85 requires the Council, for each financial year, to set improvement objectives for improving the exercise of its functions and to have in place arrangements to achieve those objectives. The Council must frame each improvement objective 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.

Thus, it follows that for the Council to successfully discharge its general improvement duty, it should incorporate the seven aspects of improvement into its decision-making processes and its assessments of functions and services. This would also extend to governance or scrutiny functions.

## Arrangements to Secure Continuous Improvement

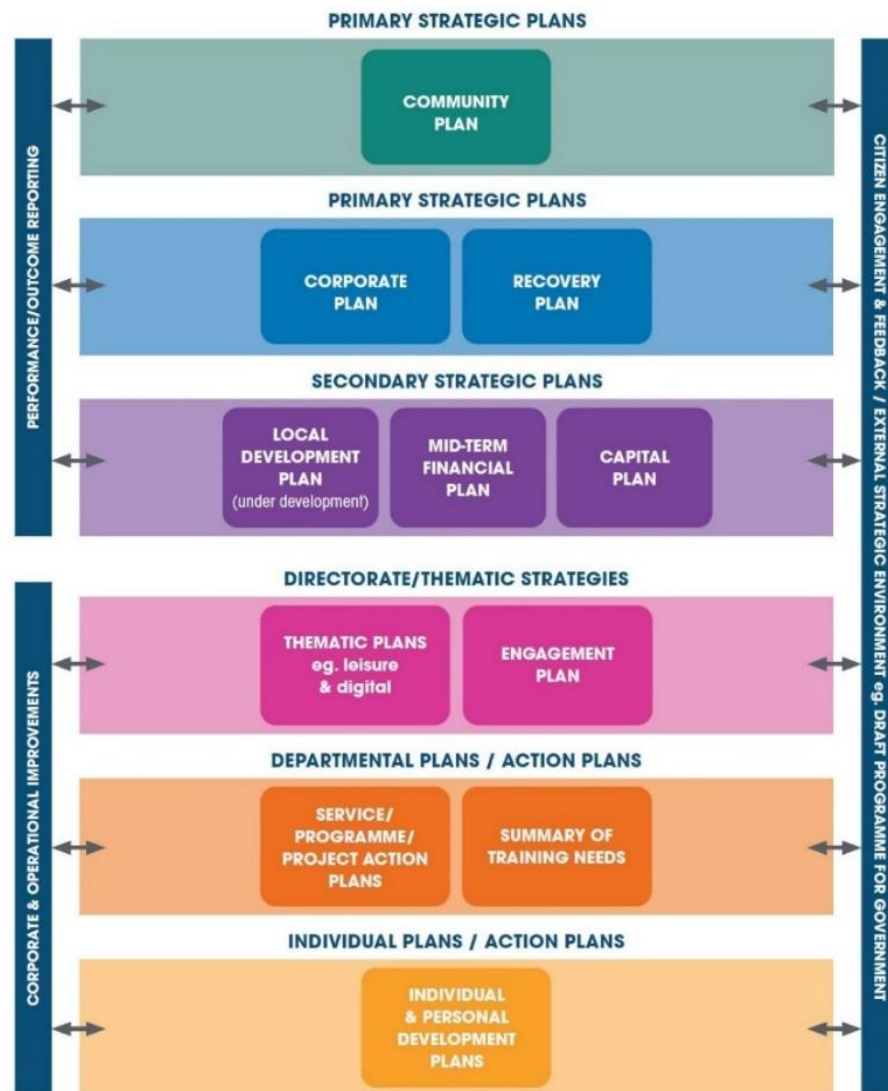
### Delivering Continuous Improvement and Managing Performance

Under guidance from the Department for Communities, the normal requirements for performance duties for 2020-21 were amended, specifically, the production and publication of a performance improvement plan for 2020-21.

The Council put in place special arrangements for 2020-21, whilst awaiting updated legislation, which focused upon the delivery of essential services for residents and local businesses as well as promoting performance recovery.

The Strategic Performance Framework diagram illustrates the hierarchy of our corporate plans, with the incorporation of a new Recovery Plan, which sets out the Council's ambitions in terms of the recovery of services. The vision set out by 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 understands that it must work in collaboration with others, particularly our Community Planning partners under the framework of our Community Plan.

Progress on the Council's statutory performance indicators is monitored and reported on a quarterly basis.



## Arrangements to Secure Continuous Improvement

The Council uses the information it gathers about its statutory and self-imposed indicators to compare its performance against other Councils.

The Council uses a range of methods of benchmarking performance, including seeking out regional, national and international organisations with whom we can compare performance. In addition, the Council is a member of the Association of Public Service Excellence (APSE), including its Performance Network, which is a public sector benchmarking organisation.

The following bodies issue reports which form the basis for reviewing comparative performance during 2020-21.

- Invest NI (Regional Start Initiative) - business dashboards, circulated by Lisburn & Castlereagh City Council and externally verified.
- Department for Infrastructure – quarterly and annual planning reports.
- Department of Agriculture, Environment and Rural Affairs – quarterly and annual waste and recycling reports.
- Department for Communities – quarterly reports of prompt payments.
- NIAO – annual Local Government Auditor report.



## Performance Audit

The Council's continuous improvement approach is subject to statutory external audit by the Northern Ireland Audit Office (NIAO), which reviews the processes and arrangements and their compliance with the legislative obligations within Section 95 Local Government Act (Northern Ireland) 2014.

The Local Government Auditor incorporates the outcomes of this audit into an Annual Performance Improvement Report which is publicly published on an annual basis, with the most recent report published in March 2020.

Due to the COVID-19 pandemic, and in line with guidance from the Department for Communities, no audit was carried out by the NIAO in 2020-21.

Internal audit carried out an audit to review and assess the processes in place to provide assurance in respect to the quality and validity of the performance improvement information for 2019/20. A satisfactory level of assurance was reported.



<https://www.niauditoffice.gov.uk/publications/local-government-annual-improvement-reports-2020>

## Self-Assessment of Performance 2020-21

### Self-Assessment

The following sections review and give a progress commentary under each of the following:

1. Statutory performance improvement indicators and standards for the functions of Economic Development, Planning and Waste for 2020-21, including comparison and benchmarking.
2. Self-imposed indicators and standards for prompt payments and absence.

The achievement status of each is explained below.

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



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## 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 comparisons against previous years from 2015-16, and where available how Antrim and Newtownabbey has performed in relation to other Northern Ireland Councils.

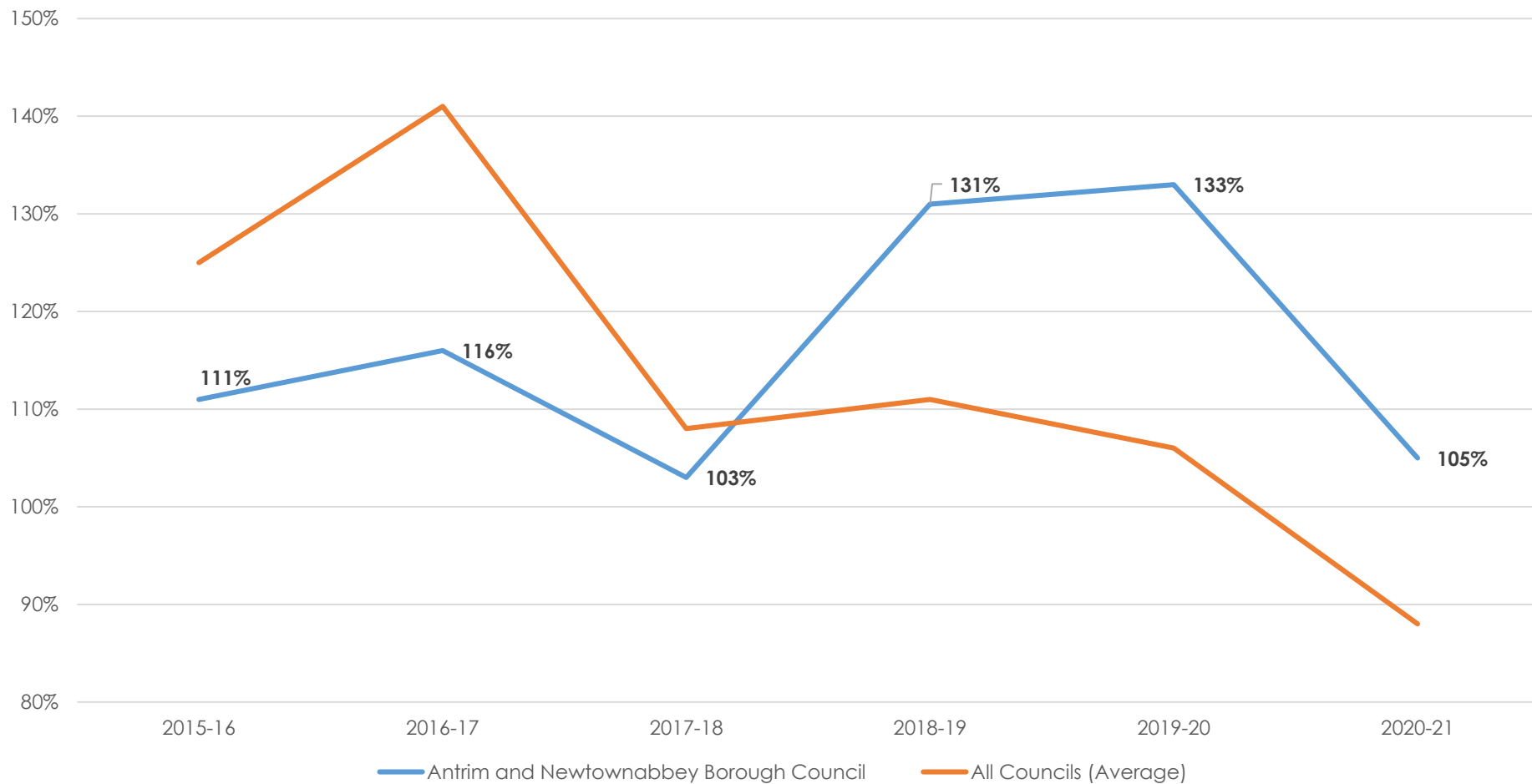
## ECONOMIC DEVELOPMENT: The number of jobs promoted through business start-up activity

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
80	89 111% target	92 115% target  NI average 141% target	83 104% target  NI average 108% target	105 131% target  NI average 111% target	106 133% target  NI Average 106% target	84* 105% target  NI Average 88%* target	<b>Fully Achieved</b>

### What has been achieved

The Regional Start Initiative is delivered by Enterprise NI, managed by Invest NI, on behalf of Councils, via a Service Level Agreement. Invest NI monitor targets and reports monthly to Councils on progress regarding performance levels and targets at each Council level. During the 2020-21 year, 315 enquiries for business start-up support were received in Antrim and Newtownabbey, with 249 initial assessment meetings for the NIBSUP undertaken. This resulted in the development of 137 business plans, leading to the creation of 93 new businesses in the borough and 84 new jobs. The Covid-19 pandemic affected demand for this Programme during 2020-21, in particular during the first national lockdown in quarter 1, when major business restrictions were in place. The number of business plans produced and jobs created by the Programme are therefore lower than what was anticipated (circa 105) pre-pandemic as a result.

## Jobs Promoted (Go For It / NIBSUP) 2015-21 : % of statutory target





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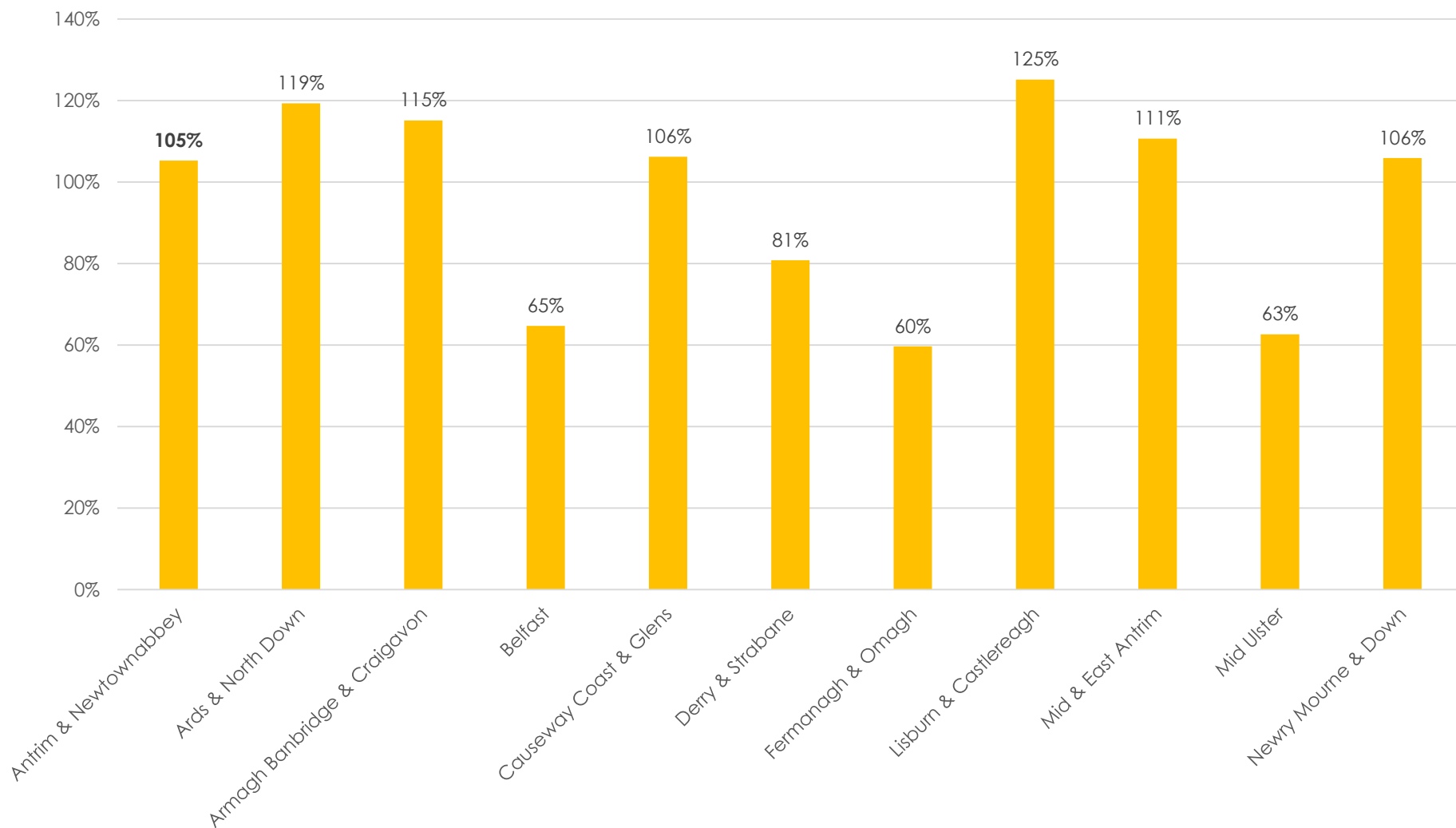
## Jobs Promoted (Go For It / NIBSUP) &amp; % of statutory target

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-2021	
<b>Antrim &amp; Newtownabbey</b>	<b>89</b>	<b>111%</b>	<b>92</b>	<b>116%</b>	<b>83</b>	<b>103%</b>	<b>105</b>	<b>131%</b>	<b>106</b>	<b>133%</b>	<b>84</b>	<b>105%</b>
Ards & North Down	103	121%	135	159%	92	108%	111	131%	105	124%	101	119%
Armagh City, Banbridge & Craigavon	211	128%	233	141%	185	112%	221	134%	229	139%	190	115%
Belfast	391	120%	380	117%	249	77%	264	81%	258	79%	210	65%
Causeway Coast & Glens	182	146%	209	167%	185	148%	142	114%	120	96%	133	106%
Derry City & Strabane	178	127%	171	122%	139	99%	139	99%	133	95%	113	81%
Fermanagh & Omagh	219	129%	265	156%	193	113%	170	100%	171	101%	101	60%
Lisburn & Castlereagh	76	89%	164	193%	96	113%	140	165%	112	132%	106	125%
Mid & East Antrim	122	144%	193	227%	140	165%	124	145%	122	144%	94	111%
Mid Ulster	250	119%	257	122%	223	106%	204	97%	185	88%	132	63%
Newry, Mourne & Down	214	138%	192	124%	168	109%	184	119%	183	118%	164	106%
All Councils (total)	2,034	125%	2,290	141%	1,752	108%	1,805	111%	1,725	106%	1,429	88%

Source: Business dashboards, supplied by Lisburn &amp; Castlereagh City Council. Final validation of 2020-21 data due October 2021.



## The number of Jobs Promoted through Business : % of target 2020-21



## Planning

The Northern Ireland Planning Statistics 2020-21 Annual Statistical Bulletin, is published annually by the Department for Infrastructure's Analysis, Statistics and Research Branch.

The report stated:


*"Planning activity and processing performance in 2020/21 were impacted by the restrictions put in place due to the coronavirus pandemic. This should be borne in mind and caution should be taken when interpreting these figures and when making comparisons with other time periods."*

In relation to performance against targets the Department for Infrastructure (DfI) figures show that the Council met the statutory targets in 2020-21 for local applications, one of only three Councils to do so.


The Council was also one of six Councils that met the target for enforcement.

No Council met the statutory target for major applications during 2020-21.

The Council continues to rank amongst the top three of the 11 Councils in Northern Ireland on five of the six statutory performance indicators.



Northern Ireland  
Statistics and Research Agency  
Gníomhaireacht Thuaisceart Éireann  
um Statistice agus Taighde








Department for  
**Infrastructure**  
An Roinn  
**Bonneagair**  
[www.infrastructure-ni.gov.uk](http://www.infrastructure-ni.gov.uk)

# NORTHERN IRELAND PLANNING STATISTICS

## Annual Statistical Bulletin 2020/21


### April 2020 to March 2021: Final Figures

Theme: People and Places  
Coverage: Northern Ireland  
Frequency: Annual  
Date of Publication: 1 July 2021

Published by: Analysis, Statistics & Research Branch  
Department for Infrastructure  
Room 4.13c, Clarence Court  
Adelaide Street, Belfast, BT2 8GB

Statistician: Suzanne Napier  
Telephone: 028 90540390  
Email: [ASRB@nisra.gov.uk](mailto:ASRB@nisra.gov.uk)  
Website: [www.infrastructure-ni.gov.uk/articles/planning-activity-statistics](http://www.infrastructure-ni.gov.uk/articles/planning-activity-statistics)



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

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
50% processing times for major planning applications processed within the 30 week target	52.4% (1 <sup>st</sup> of 11)	15.4% (6 <sup>th</sup> of 11)	26.7% (6 <sup>th</sup> of 11)	78.6% (1 <sup>st</sup> of 11)	58.3% (2 <sup>nd</sup> of 11)	40% (1 <sup>st</sup> of 11)	<b>Partially Achieved</b>
Average processing times in weeks for major planning applications processed within the 30 week target	28.2 weeks (1 <sup>st</sup> of 11)	73.6 weeks (18 <sup>th</sup> of 11)	40 weeks (4 <sup>th</sup> of 11)	24.2 weeks (3 <sup>rd</sup> of 11)	24.6 weeks (2 <sup>nd</sup> of 11)	113.4 weeks (11 <sup>th</sup> of 11)	<b>Not Achieved</b>

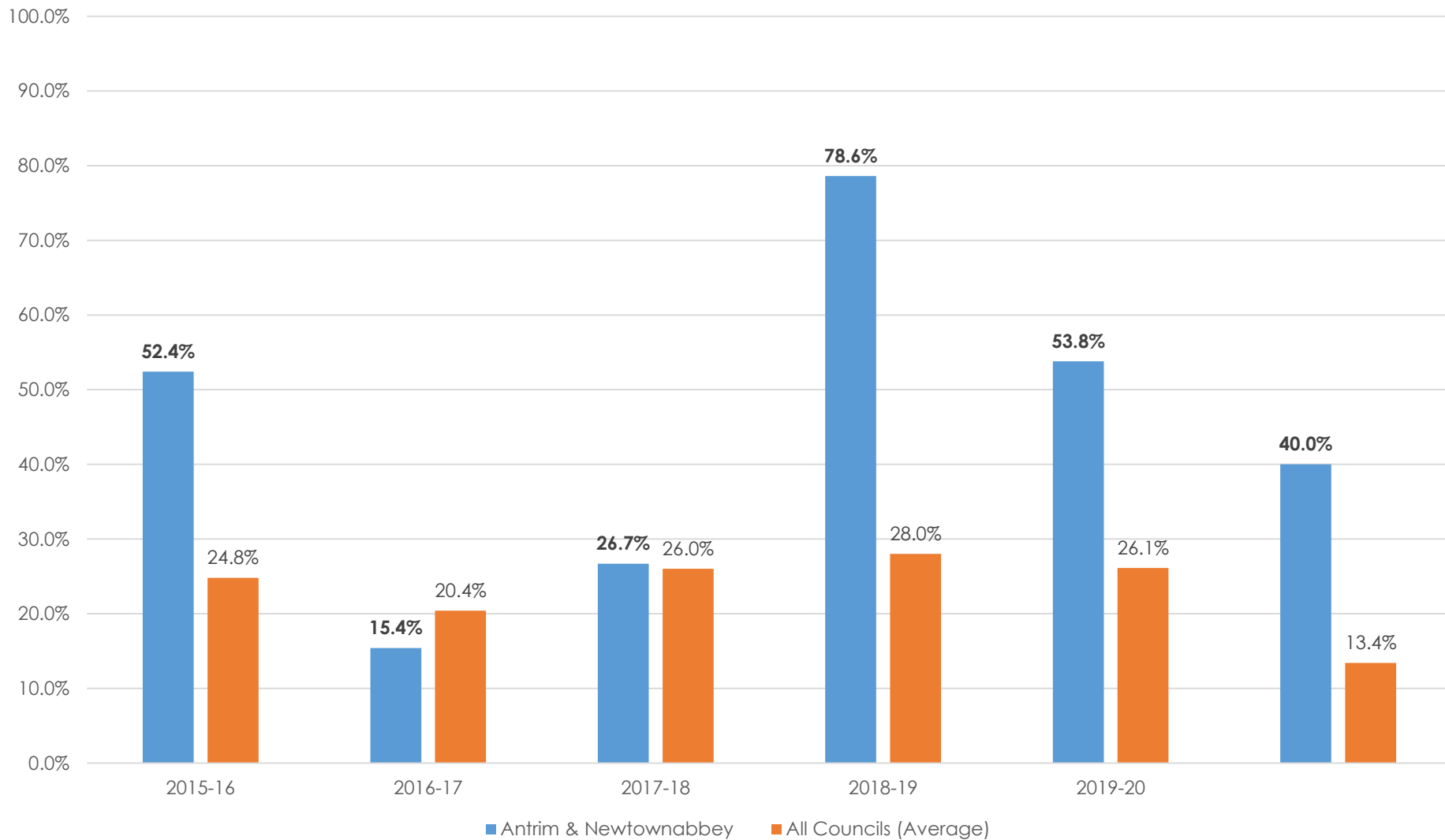
### What has been achieved

The Council took on average 113.4 weeks to process and decide Major planning applications during 2020-21 against the target of 30 weeks. As a consequence, the Council did not meet the major target and this performance ranks the lowest of the 11 Councils and compares with the NI average of 61.4 weeks.

This represents a significant drop from the position recorded last year. However, the Council's performance relates to a very small number of Major applications. Five such applications were determined during the year, all of which were approved. This included the determination of three applications which were over 2 years old.

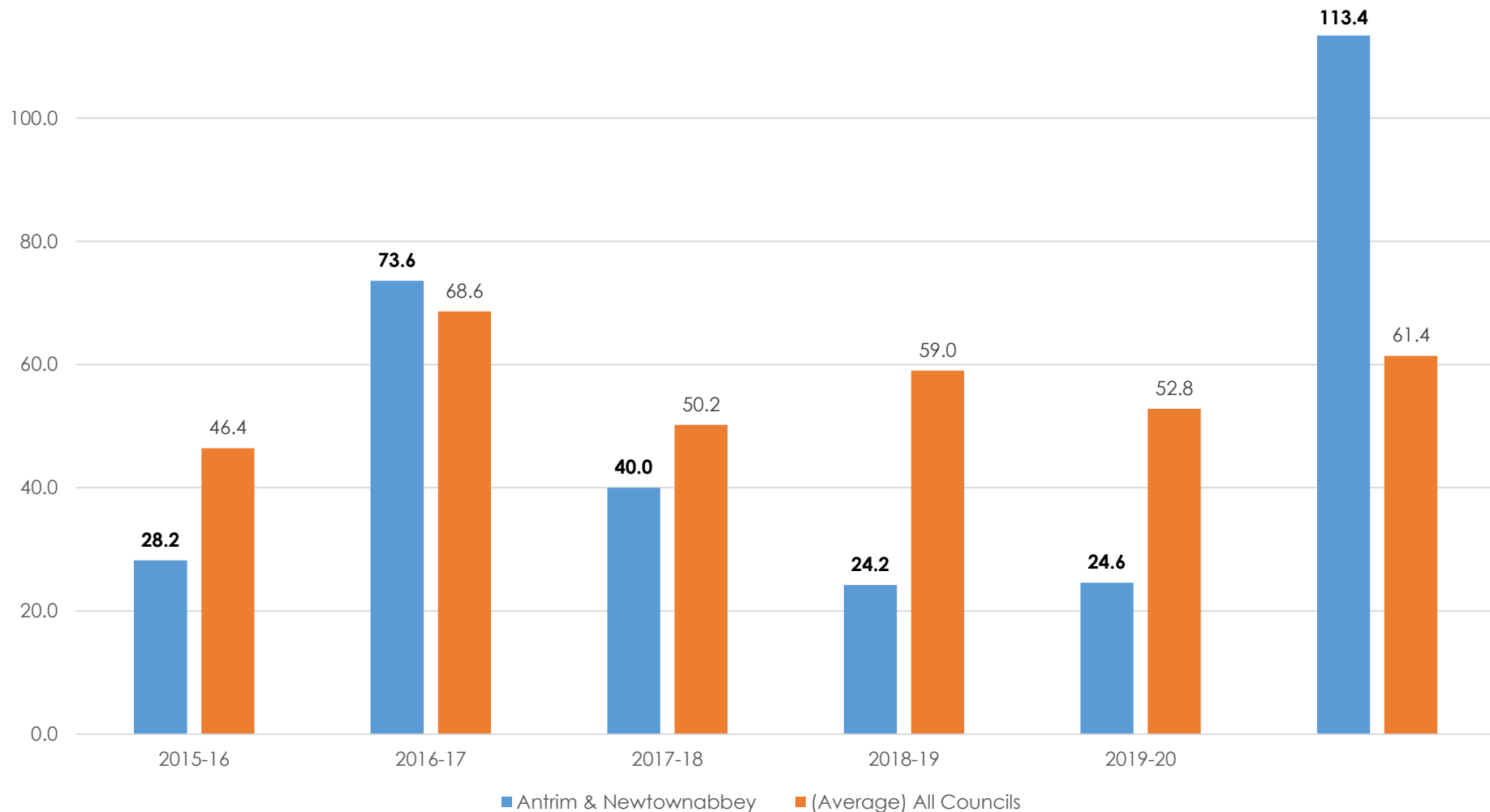
Whilst the Council recorded the longest average processing time for 2020-21, at the same time the Council **recorded the highest proportion of major applications processed within target** at 40%, compared to an average across all Councils of 13.4%, and thus **ranked first on this measure out of the 11 Councils**.

## Major Planning Applications 2020-21 : % Cases processed within 30 weeks

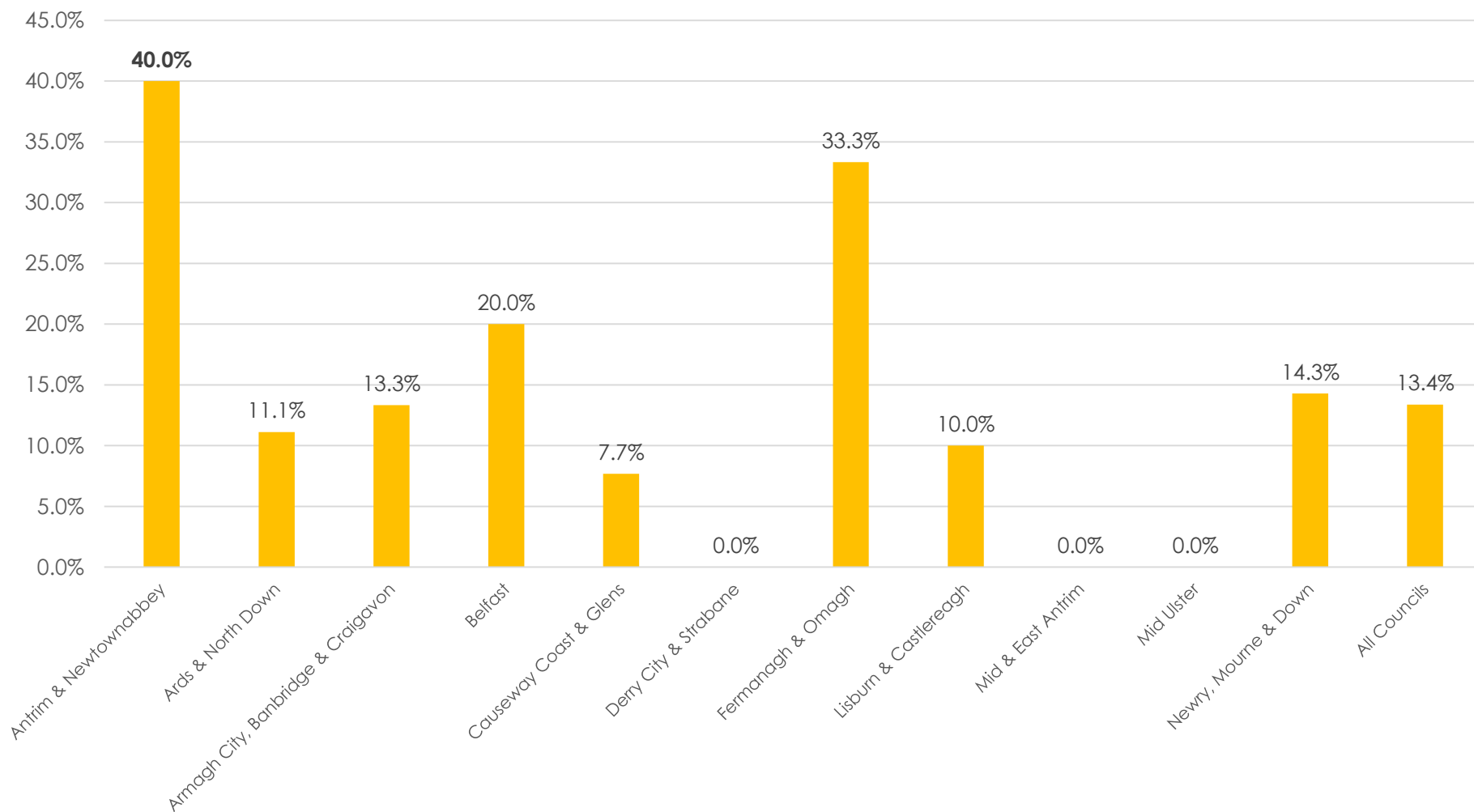




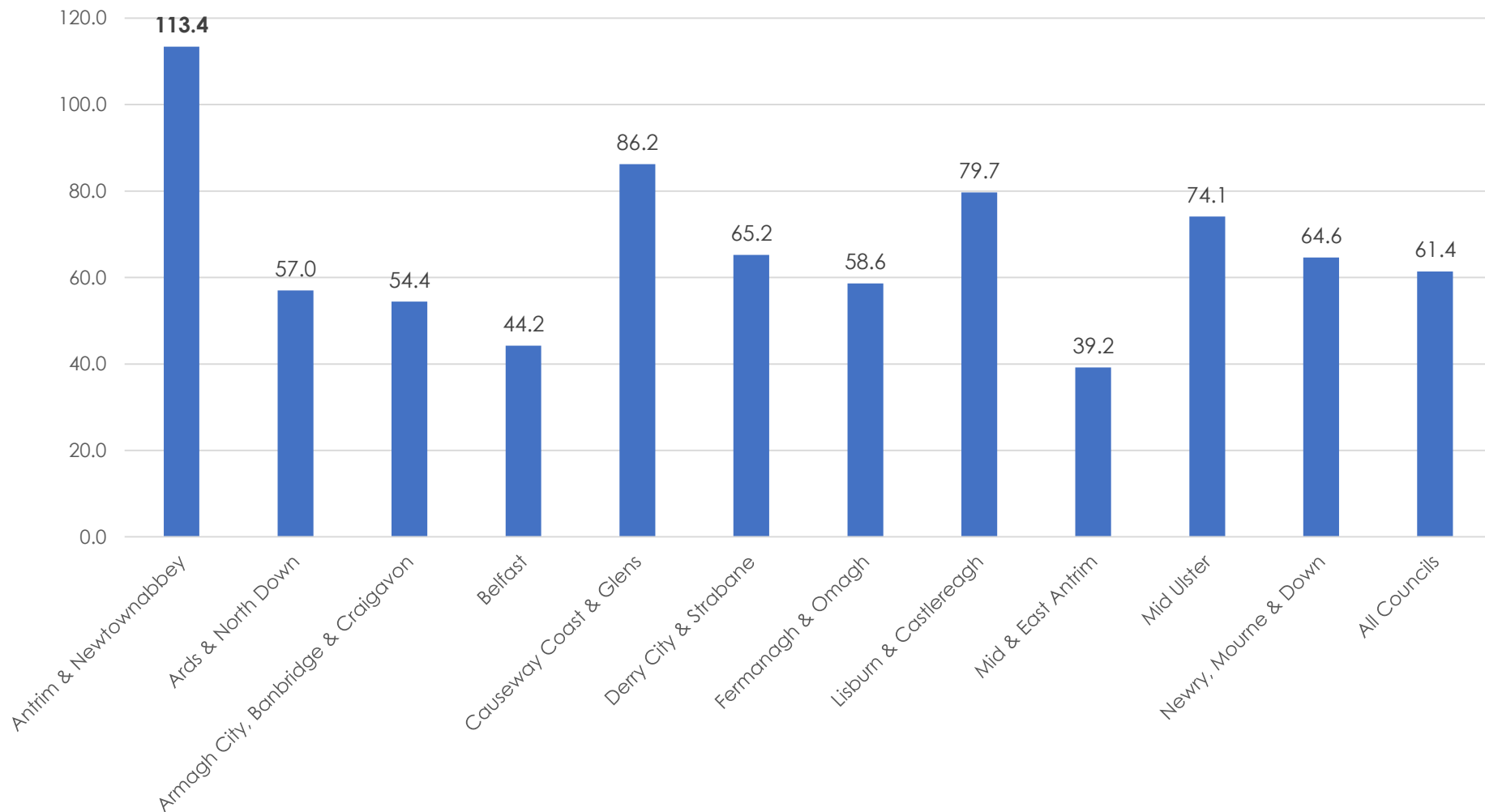
## Major Planning Applications 2015-21 : Average processing times (weeks)



## Major Planning Applications 2020-21 : % of cases processed within 30 weeks



## Major Planning Applications 2020-21 : Average processing times (weeks)





Major Planning Performance 2015-21

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

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21	
Antrim & Newtownabbey	52.4%	28.2 weeks	15.4%	73.6 weeks	26.7%	40.0 weeks	78.6%	24.2 weeks	58.3%	24.6 weeks	40.0%	113.4 weeks
Ards & North Down	17.4%	51.8 weeks	30.8%	37.6 weeks	16.7%	53.0 weeks	0.0%	151.0 weeks	0.0%	97.0 weeks	11.1%	57.0 weeks
Armagh City, Banbridge & Craigavon	7.7%	43.0 weeks	33.3%	52.8 weeks	33.3%	36.4 weeks	55.6%	23.6 weeks	21.4%	45.2 weeks	13.3%	54.4 weeks
Belfast	14.3%	54.4 weeks	21.6%	60.2 weeks	26.7%	51.5 weeks	26.1%	41.4 weeks	34.5%	37.0 weeks	20.0%	44.2 weeks
Causeway Coast & Glens	30.6%	39.6 weeks	13.3%	51.4 weeks	30.0%	58.4 weeks	16.7%	49.6 weeks	15.0%	74.5 weeks	7.7%	86.2 weeks
Derry City & Strabane	22.2%	53.5 weeks	5.3%	304.8 weeks	18.5%	63.2 weeks	16.7%	154.2 weeks	0.0%	96.0 weeks	0.0%	65.2 weeks
Fermanagh & Omagh	26.7%	70.2 weeks	31.8%	69.6 weeks	46.7%	30.6 weeks	71.4%	22.0 weeks	100.0%	23.4 weeks	33.3%	58.6 Weeks
Lisburn & Castlereagh	30.8%	45.4 weeks	13.3%	73.4 weeks	19.0%	94.4 weeks	5.9%	78.0 weeks	16.7%	55.2 weeks	10.0%	79.7 weeks
Mid & East Antrim	41.2%	37.0 weeks	36.4%	67.8 weeks	50.0%	29.0 weeks	33.3%	43.2 weeks	37.5%	42.4 weeks	0.0%	39.2 weeks
Mid Ulster	25.0%	52.4 weeks	9.1%	73.6 weeks	30.8%	44.4 weeks	12.5%	64.7 weeks	0.0%	73.2 weeks	0.0%	74.1 weeks
Newry, Mourne & Down	16.7%	56.5 weeks	14.8%	86.6 weeks	0.0%	127.6 weeks	14.3%	76.6 weeks	13.3%	94.0 weeks	14.3%	64.6 weeks
All Councils	24.8%	46.4 weeks	20.4%	68.6 weeks	26.0%	50.2 weeks	28.0%	59.0 weeks	26.1%	52.8 weeks	13.4%	61.4 weeks

Source: Department for Infrastructure.



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

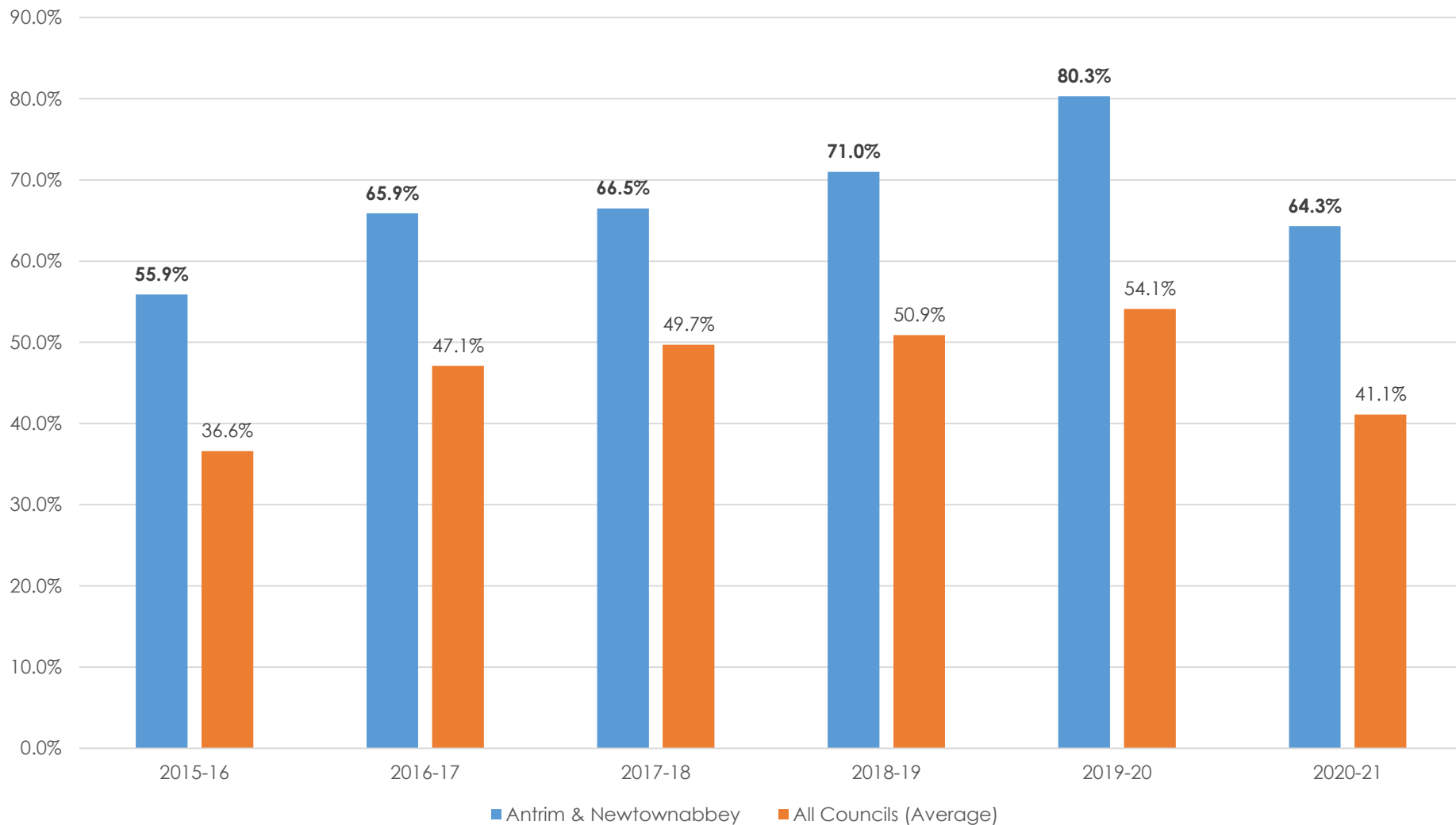
Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
50% processing times for local planning applications within the 15 week target	56.1% (1 <sup>st</sup> of 11)	65.9% (2 <sup>nd</sup> of 11)	66.5% (2 <sup>nd</sup> of 11)	71% (2 <sup>nd</sup> of 11)	80.3% (1 <sup>st</sup> of 11)	64.3% (2 <sup>nd</sup> of 11)	<b>Fully Achieved</b>
Average processing times in weeks for local planning applications within the 15 week target	14 Weeks (1 <sup>st</sup> of 11)	12.6 weeks (3 <sup>rd</sup> of 11)	12.1 weeks (2 <sup>nd</sup> of 11)	12.4 weeks (3 <sup>rd</sup> of 11)	9.4 weeks (2 <sup>nd</sup> of 11)	112.4 weeks (2 <sup>nd</sup> of 11)	<b>Fully Achieved</b>

### What has been achieved

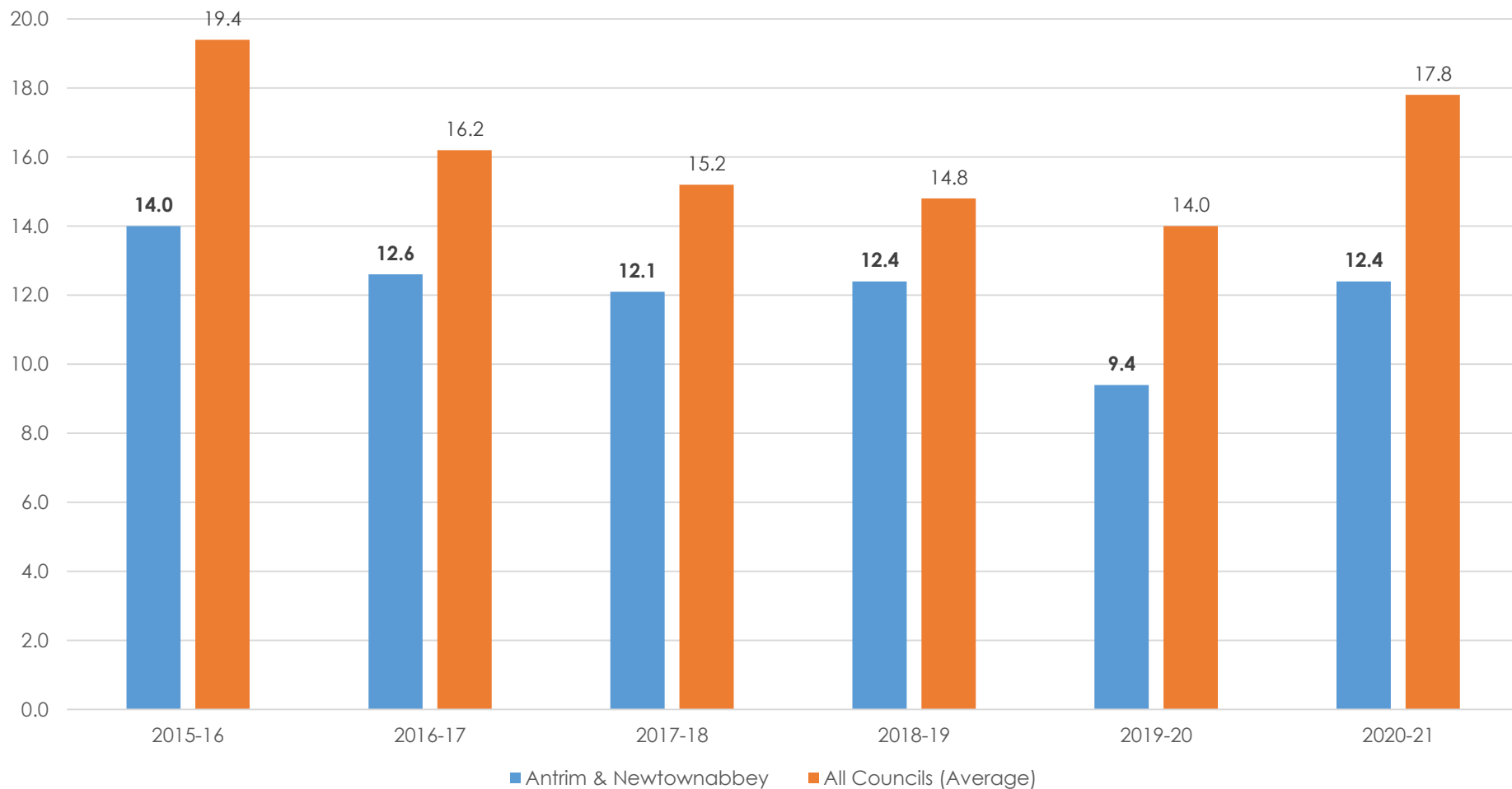
The DfI figures show that the Council took on average 12.4 weeks to process and decide Local planning applications during 2020-21 against the target of 15 weeks. Whilst this performance represents an increase in average processing time judged against the 2019-20 figure it again **ranked second out of the 11** Councils, where an average processing time of 17.8 weeks across all Councils has been recorded.

In relation to the proportion of cases processed within target the Council also **ranked second out of all 11** Councils with over 64.3% of cases processed within 15 weeks against an average of 41.1% across all Councils.

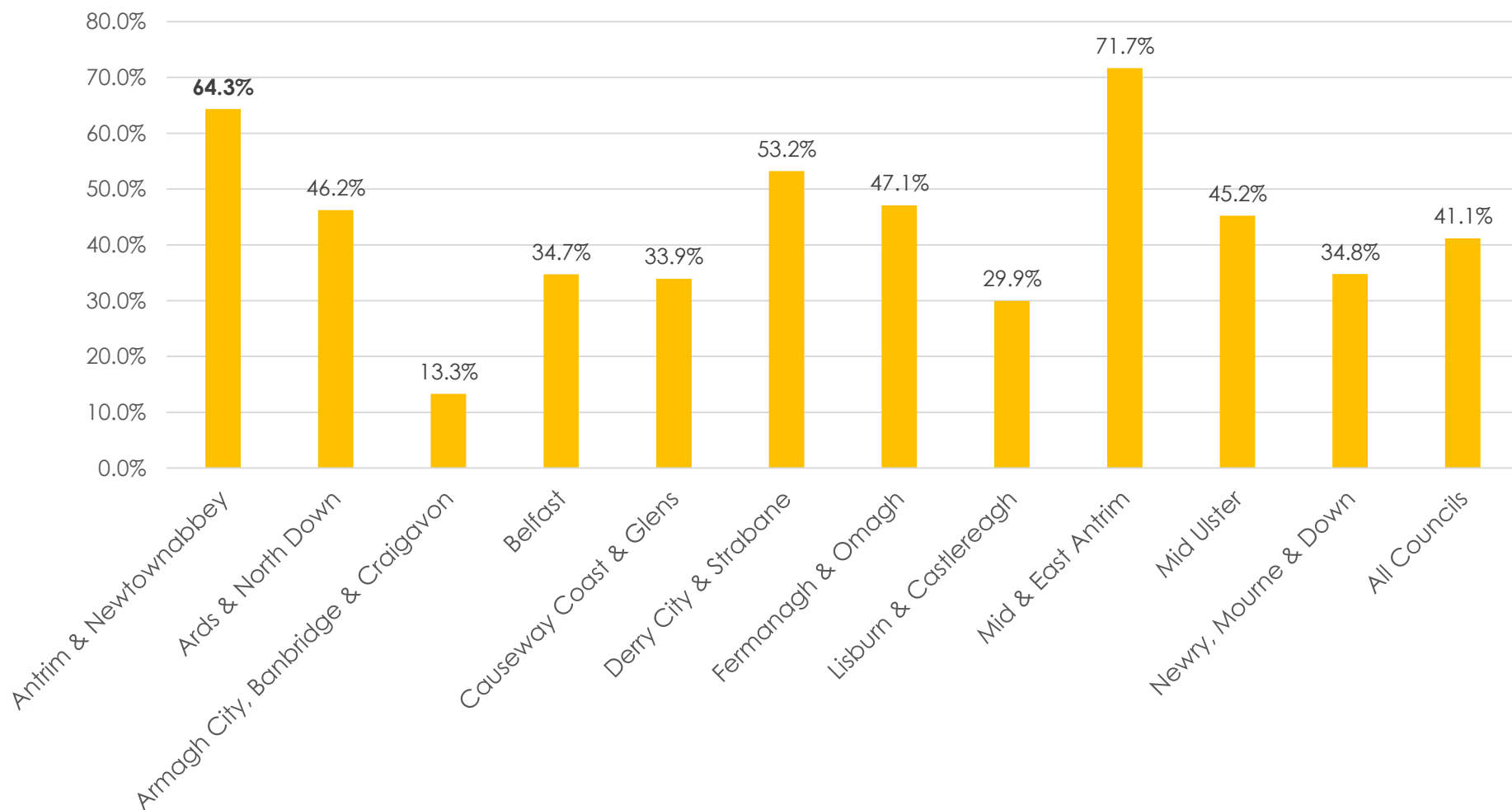
## Local Planning Applications 2015-21 : % of cases processed within 15 weeks



## Local Planning Applications 2015-21 : Average processing time (weeks)

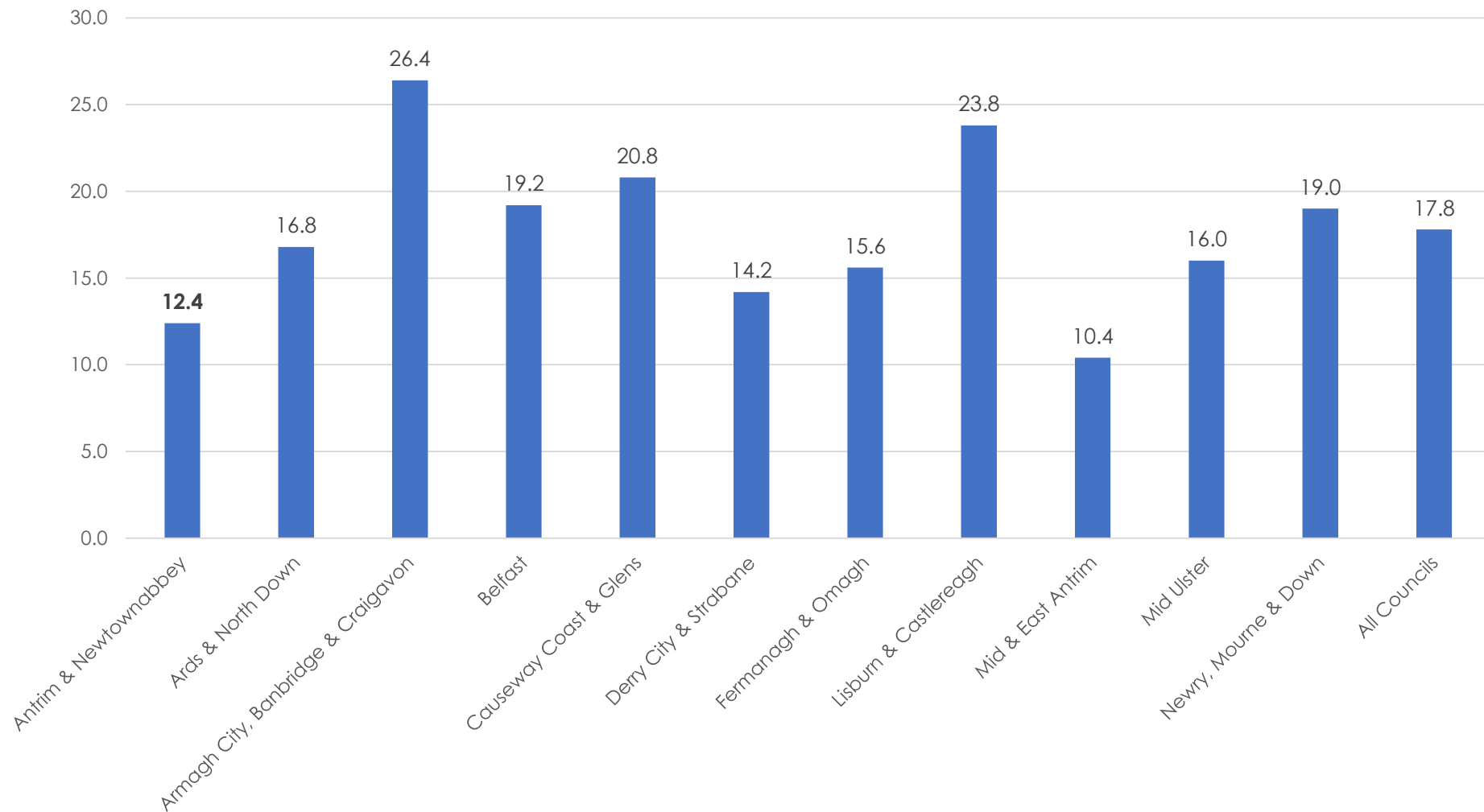


## Local Planning Applications 2020-21 : % of cases processed within 15 weeks





## Local Planning Applications 2020-21 : Average processing time (weeks)





## Local Planning Performance 2015-21

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

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21	
<b>Antrim &amp; Newtownabbey</b>	<b>55.9%</b>	<b>14.0 weeks</b>	<b>65.9%</b>	<b>12.6 weeks</b>	<b>66.5%</b>	<b>12.1 weeks</b>	<b>71.0%</b>	<b>12.4 weeks</b>	<b>80.3%</b>	<b>9.4 weeks</b>	<b>64.3%</b>	<b>12.4 weeks</b>
Ards & North Down	25.5%	21.2 weeks	33.8%	20.2 weeks	41.7%	17.2 weeks	47.7%	15.6 weeks	48.8%	15.8 weeks	46.2%	16.8 weeks
Armagh City, Banbridge & Craigavon	28.8%	22.0 weeks	54.8%	14.0 weeks	54.9%	14.0 weeks	51.5%	14.6 weeks	52.3%	14.6 weeks	13.3%	26.4 weeks
Belfast	36.6%	19.2 weeks	48.2%	15.6 weeks	49.9%	15.2 weeks	49.1%	15.2 weeks	54.9%	14.0 weeks	34.7%	19.2 weeks
Causeway Coast & Glens	28.0%	20.4 weeks	38.1%	18.8 weeks	32.3%	20.4 weeks	36.8%	21.6 weeks	40.8%	20.0 weeks	33.9%	20.8 weeks
Derry City & Strabane	44.5%	17.0 weeks	40.4%	19.1 weeks	47.8%	16.2 weeks	53.8%	14.1 weeks	53.0%	14.0 weeks	53.2%	14.2 weeks
Fermanagh & Omagh	52.7%	14.4 weeks	64.8%	11.6 weeks	62.3%	12.4 weeks	64.3%	12.2 weeks	72.1%	10.6 weeks	47.1%	15.6 weeks
Lisburn & Castlereagh	29.2%	20.6 weeks	25.5%	22.4 weeks	33.2%	21.6 weeks	44.7%	17.7 weeks	45.6%	16.6 weeks	29.9%	23.8 weeks
Mid & East Antrim	53.5%	14.4 weeks	70.6%	9.0 weeks	70.4%	9.6 weeks	73.5%	7.8 weeks	78.3%	7.6 Weeks	71.7%	10.4 weeks
Mid Ulster	49.5%	15.2 weeks	54.2%	14.4 weeks	53.4%	14.4 weeks	42.9%	16.9 weeks	59.3%	12.5 weeks	45.2%	16.0 weeks
Newry, Mourne & Down	9.4%	34.8 weeks	35.2%	23.0 weeks	44.7%	17.0 weeks	41.6%	18.0 weeks	33.7%	20.6 weeks	34.8%	19.0 weeks
All Councils	36.6%	19.4 weeks	47.1%	16.2 weeks	49.7%	15.2 weeks	50.9%	14.8 weeks	54.1%	14.0 weeks	41.1%	17.8 weeks

## PLANNING: % enforcement cases concluded within 39 weeks

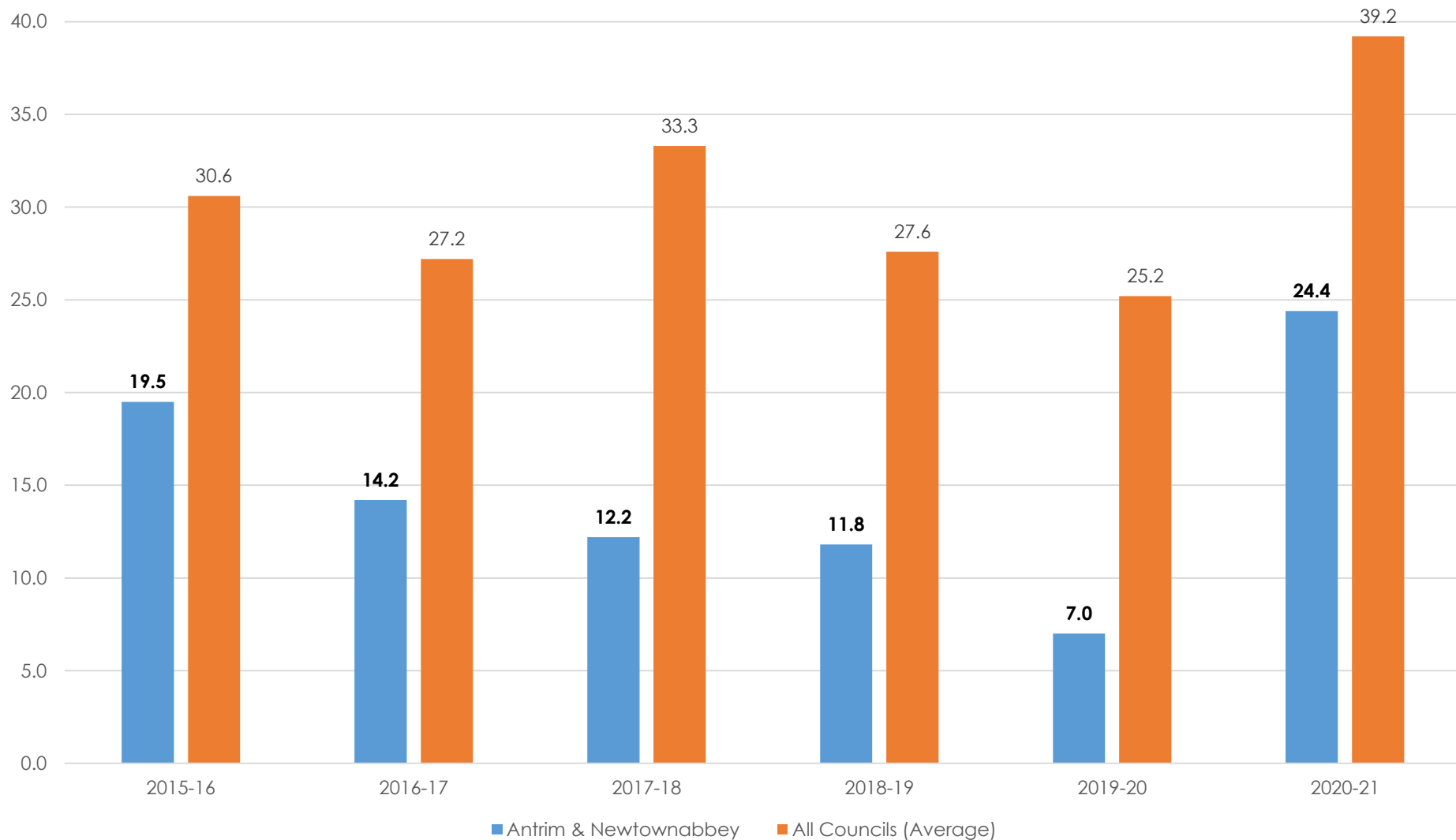
Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
70% processing times for enforcement planning cases within the 39 week target	84.5% (2 <sup>nd</sup> of 11)	94.3% (1 <sup>st</sup> of 11)	94.2% (1 <sup>st</sup> of 11)	94% (1 <sup>st</sup> of 11)	98.7% (1 <sup>st</sup> of 11)	90.8% (1 <sup>st</sup> of 11)	<b>Fully Achieved</b>
Average processing times in weeks for enforcement planning cases within the 39 week target	19.5 weeks (1 <sup>st</sup> of 11)	14.2 weeks (1 <sup>st</sup> of 11)	12.2 weeks (1 <sup>st</sup> of 11)	11.8 weeks (1 <sup>st</sup> of 11)	7.0 weeks (1 <sup>st</sup> of 11)	24.4 weeks (3 <sup>rd</sup> of 11)	<b>Fully Achieved</b>

## What has been achieved

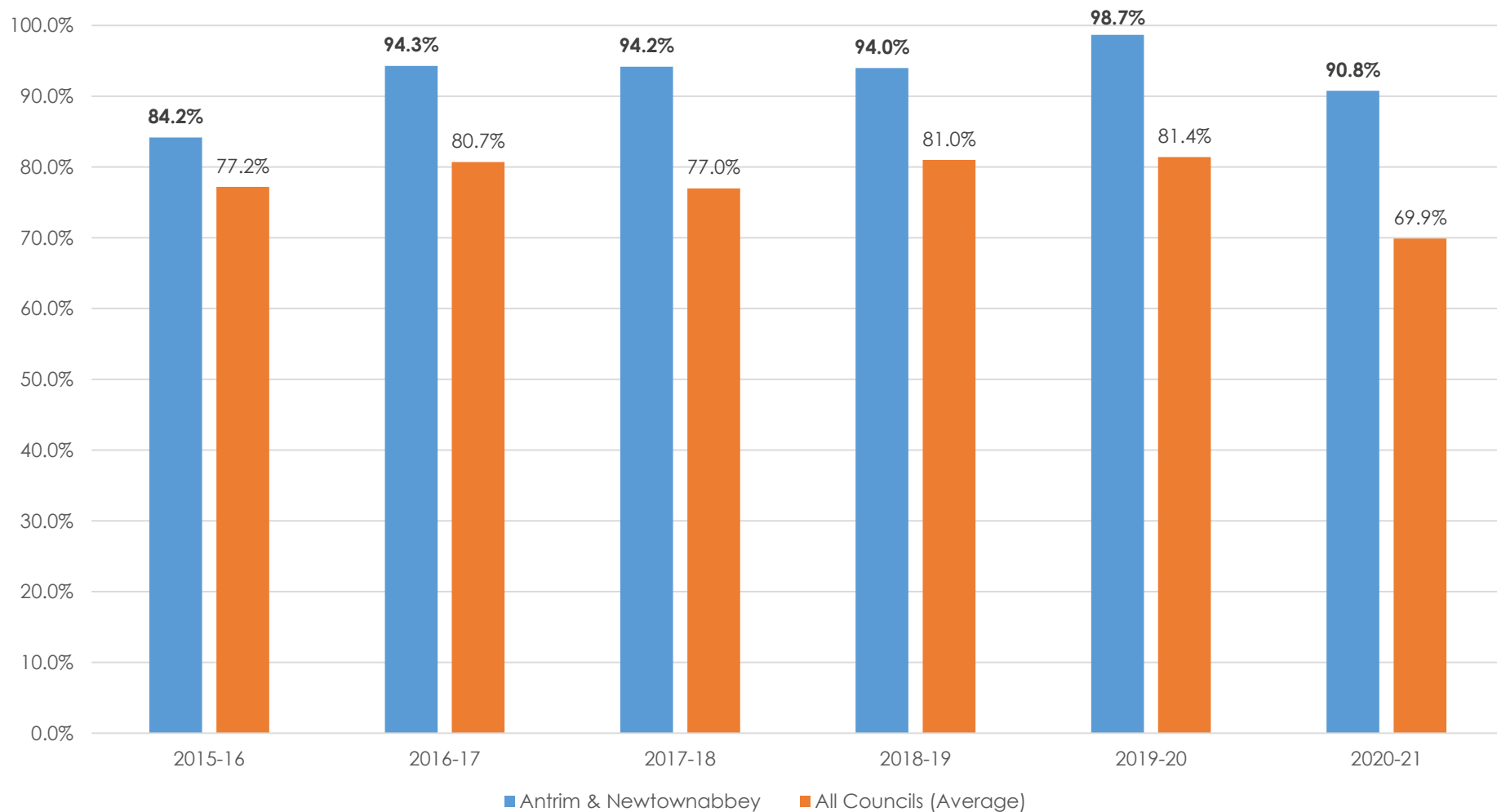
In relation to enforcement the DfI figures highlight that the Council's Planning Enforcement Team concluded over 90.8% of cases within 39 weeks against the performance target of 70%. The team recorded an average time of 24.4 weeks, to process 70% of enforcement cases to target conclusion compared to an average of 39.2 weeks across all Councils.

This maintained the Council's strong performance in processing enforcement cases recorded over the last 4 years and once again the Council **ranked first and third respectively** out of all Councils on the two processing targets.

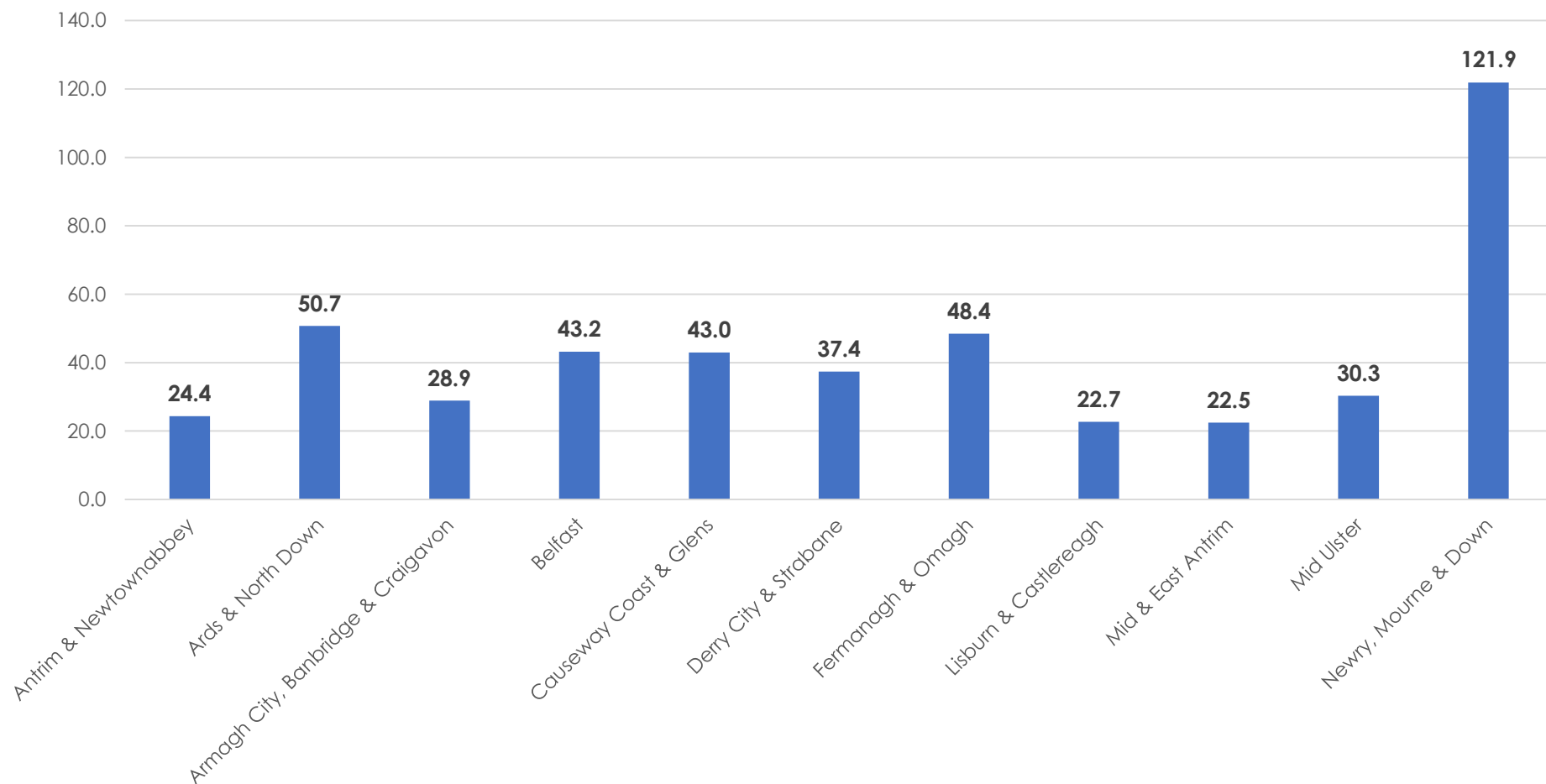
## Enforcement 2015-21 : 70% conclusion times (weeks)



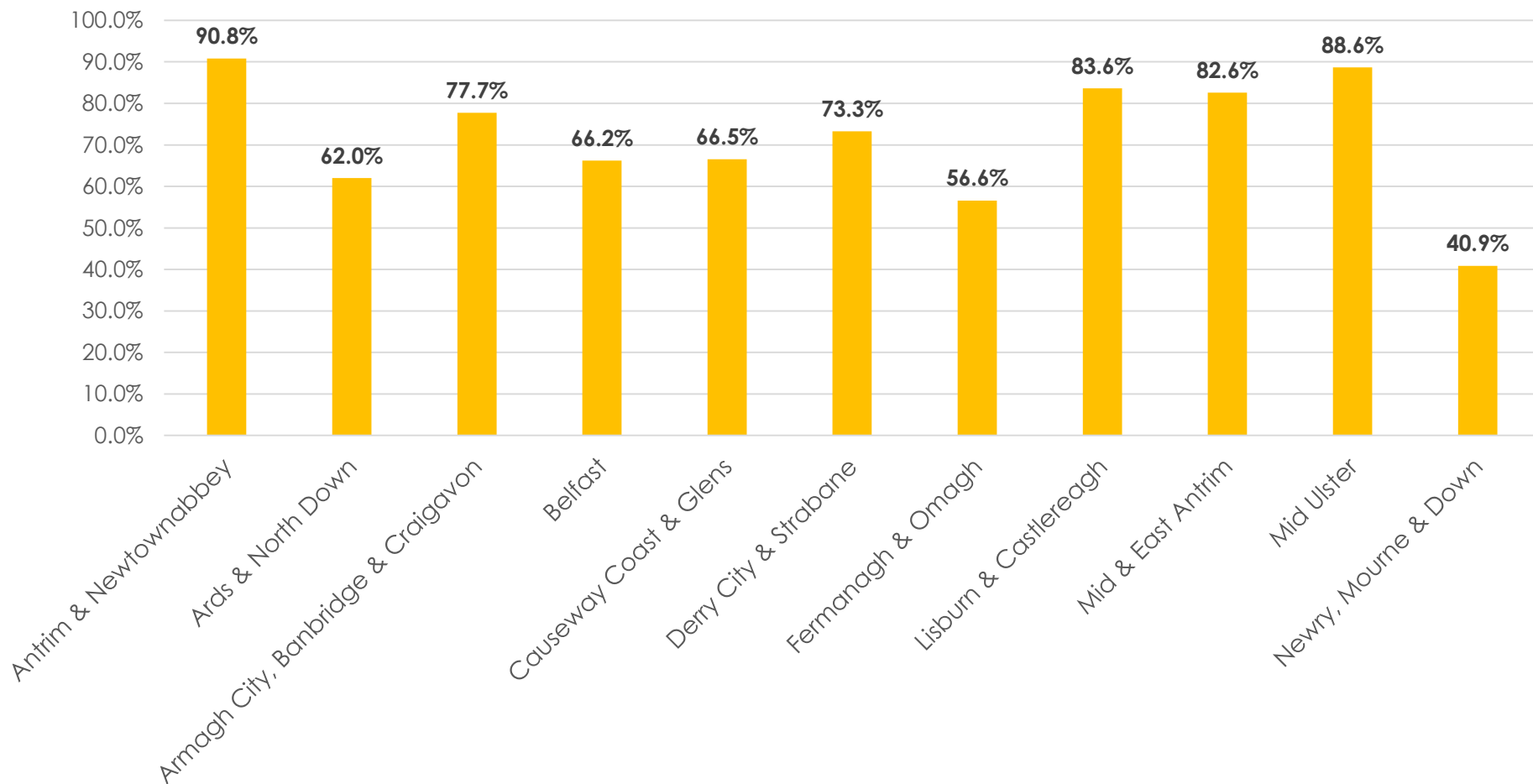
## Enforcement 2015-21 : % of cases concluded within 39 weeks



## Enforcement 2020-21 : 70% conclusion times (weeks)



## Enforcement 2020-21 : % of cases concluded within 39 weeks





## Planning Enforcement Performance 2015-21

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

	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21	
Antrim & Newtownabbey	84.2%	19.5 weeks	94.3%	14.2 weeks	94.2%	12.2 weeks	94.0%	11.8 weeks	98.7%	7.0 weeks	90.8%	24.4 weeks
Ards & North Down	82.0%	23.8 weeks	77.7%	32.0 weeks	73.4%	34.3 weeks	76.9%	30.2 weeks	81.1%	25.3 weeks	62.0%	50.7 weeks
Armagh City, Banbridge & Craigavon	79.5%	31.2 weeks	82.2%	29.6 weeks	82.5%	32.0 weeks	80.0%	28.9 weeks	85.9%	20.2 weeks	77.7%	28.9 weeks
Belfast	76.4%	31.0 weeks	74.8%	30.3 weeks	72.3%	36.1 weeks	86.8%	19.9 weeks	93.2%	17.4 weeks	66.2%	43.2 weeks
Causeway Coast & Glens	80.7%	27.0 weeks	89.5%	24.0 weeks	70.5%	38.8 weeks	80.1%	31.8 weeks	87.6%	28.0 weeks	66.5%	43.0 weeks
Derry City & Strabane	77.1%	31.3 weeks	75.9%	33.6 weeks	71.0%	37.2 weeks	53.6%	73.1 weeks	78.1%	30.6 weeks	73.3%	37.4 weeks
Fermanagh & Omagh	63.8%	53.2 weeks	82.4%	28.2 weeks	79.2%	32.9 weeks	84.9%	30.8 weeks	81.1%	28.1 weeks	56.6%	48.4 weeks
Lisburn & Castlereagh	78.0%	29.2 weeks	80.8%	23.6 weeks	78.0%	26.7 weeks	83.8%	22.1 weeks	84.5%	22.7 weeks	83.6%	22.7 weeks
Mid & East Antrim	85.9%	19.7 weeks	88.1%	22.9 weeks	86.0%	24.0 weeks	88.2%	20.4 weeks	88.8%	18.0 weeks	82.6%	22.5 weeks
Mid Ulster	79.0%	29.4 weeks	79.1%	32.6 weeks	82.1%	29.5 weeks	77.4%	35.5 weeks	90.1%	27.3 weeks	88.6%	30.3 weeks
Newry, Mourne & Down	54.1%	64.8 weeks	56.1%	54.2 weeks	59.9%	54.2 weeks	52.9%	64.9 weeks	36.2%	143.8 weeks	40.9%	121.9 weeks
All Councils	77.2%	30.6 weeks	80.7%	27.2 weeks	77.0%	33.0 weeks	81.0%	27.6 weeks	81.4%	25.0 weeks	69.9%	39.2 weeks

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

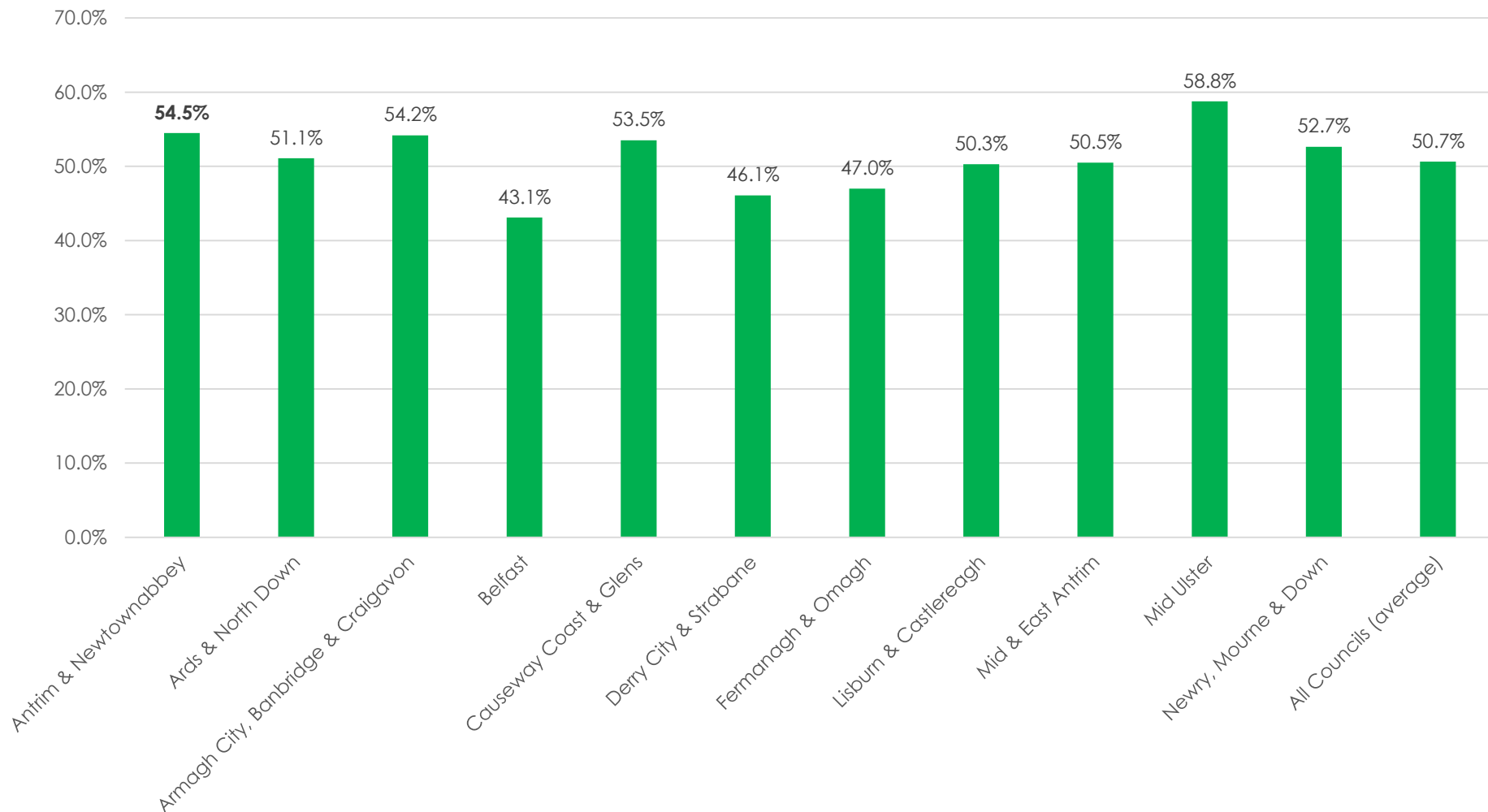
Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
Within the NI Landfill Allowance Scheme (50% by 2020)	46.8% (3 <sup>rd</sup> of 11)  NI Average 42.2%	47.5% (4 <sup>th</sup> of 11)  NI Average 44.4%	52.2% (3 <sup>rd</sup> of 11)  NI Average 48.1%	56.1% (1 <sup>st</sup> of 11)  NI Average 50.0%	57.3% (2 <sup>nd</sup> of 11)  NI Average 51.9%	54.5%* (2 <sup>nd</sup> of 11)  NI Average 50.7%	<b>Fully Achieved</b>

### What has been achieved

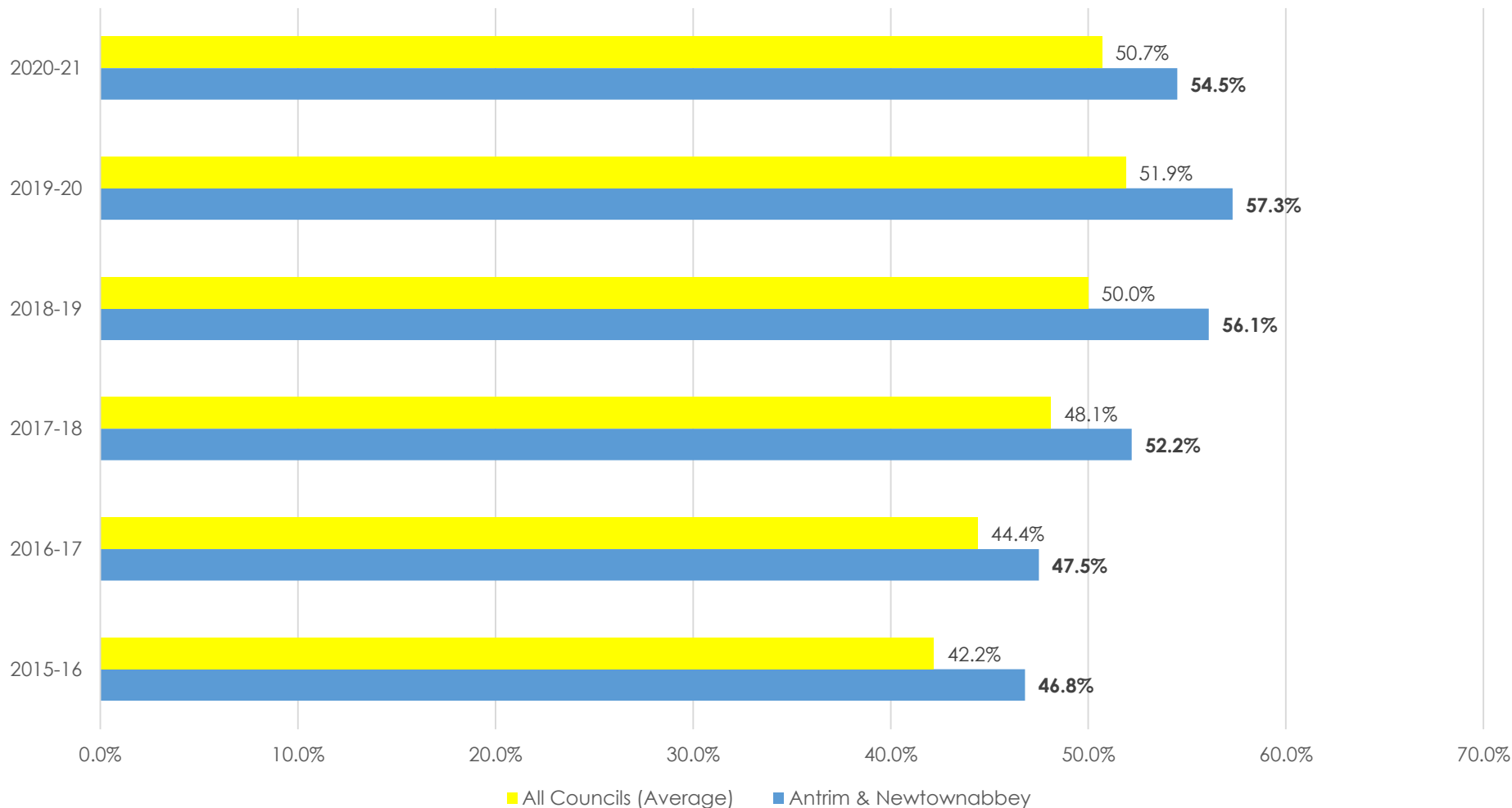
The pandemic had an immediate impact upon recycling services during 2020-21, as Council Household Recycling Centres were closed from 1<sup>st</sup> April to mid-June. Furthermore, when the centres did reopen, they were subject to restrictions on the number of users at a time, and Council introduced a booking system to ensure service delivery whilst observing social distancing restrictions.

Whilst the recycling rate did decline relative to the previous two years, the Council has **maintained an above average level of performance**.

## % Household waste arisings sent for recycling, composting or prepared for reuse 2020-21



## % Household waste arisings sent for recycling, composting or prepared for reuse 2015-21



## % Household waste arisings sent for preparing for reuse and recycling (inc. composting) 2015-21

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Antrim &amp; Newtownabbey</b>	<b>46.8%</b>	<b>47.5%</b>	<b>52.2%</b>	<b>56.1%</b>	<b>57.3%</b>	<b>54.5%*</b>
Ards & North Down	40.2%	49.2%	52.1%	53.1%	54.7%	51.1%
Armagh City, Banbridge & Craigavon	48.0%	48.8%	50.5%	51.6%	54.8%	54.2%
Belfast	40.0%	39.4%	44.4%	44.4%	45.4%	43.1%
Causeway Coast & Glens	38.8%	42.3%	42.2%	47.7%	53.8%	53.5%
Derry City & Strabane	33.3%	40.5%	43.3%	44.3%	44.2%	46.1%
Fermanagh & Omagh	45.5%	45.3%	46.3%	49.3%	49.1%	47%
Lisburn & Castlereagh	41.9%	41.1%	46.3%	48.1%	50.8%	50.3%
Mid & East Antrim	42.9%	45.3%	52.8%	52.0%	51.4%	50.5%
Mid Ulster	49.6%	51.6%	54.3%	56.0%	58.8%	58.8%
Newry, Mourne & Down	38.9%	40.1%	46.1%	51.4%	53.7%	52.7%
All Councils (average)	42.2%	44.4%	48.1%	50.0%	51.9%	50.7%

\*Source: WasteDataFlow unvalidated survey data September 2021.

The Department of Agriculture, Environment and Rural Affairs, will publish a validated annual report in November 2021.

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

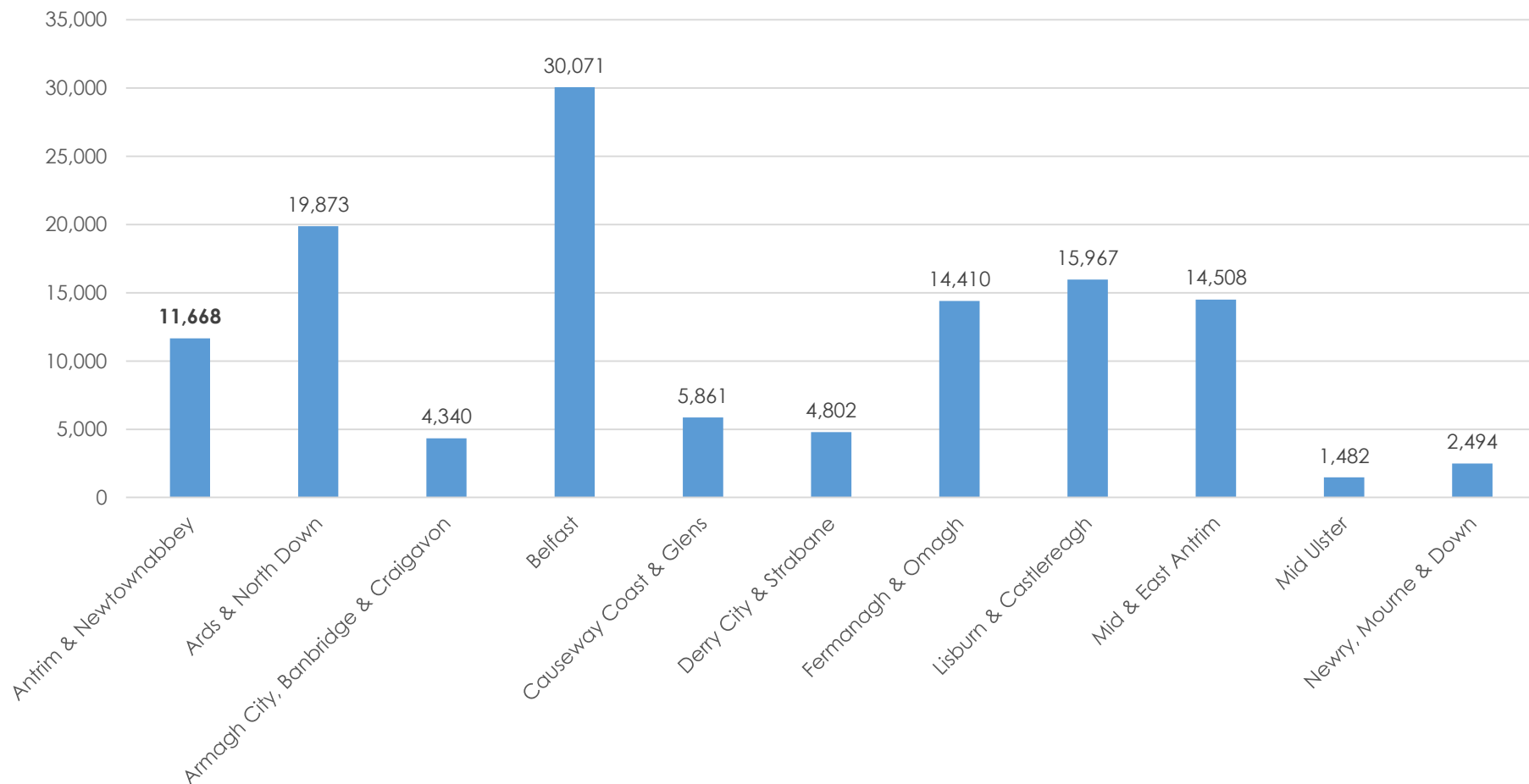
Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
Within the NI Landfill Allowance Scheme (16,788 tonnes)	18,887 tonnes (Landfill allowance 20,605) 91.7% of allowance NI average 79% of allowance	17,609 tonnes (Landfill allowance 20,042) 87.9% of allowance NI average 77.8% of allowance	14,235 tonnes (Landfill allowance 18,968) 75% of allowance NI average 68.9% of allowance	11,622 tonnes (Landfill allowance 17,878) 62.74% of allowance NI average 65% of allowance	10,988 tonnes (Landfill allowance 16,788) 65.45% of allowance NI average 57.4% of allowance	11,688 tonnes* (Landfill allowance 16,788) 69.6% of allowance	<b>Fully Achieved</b>

### What has been achieved

The Northern Ireland Landfill Allowance Scheme (NILAS) has set targets up to 2019-20, and whilst the scheme is no longer operational, the Council expects to meet these targets.

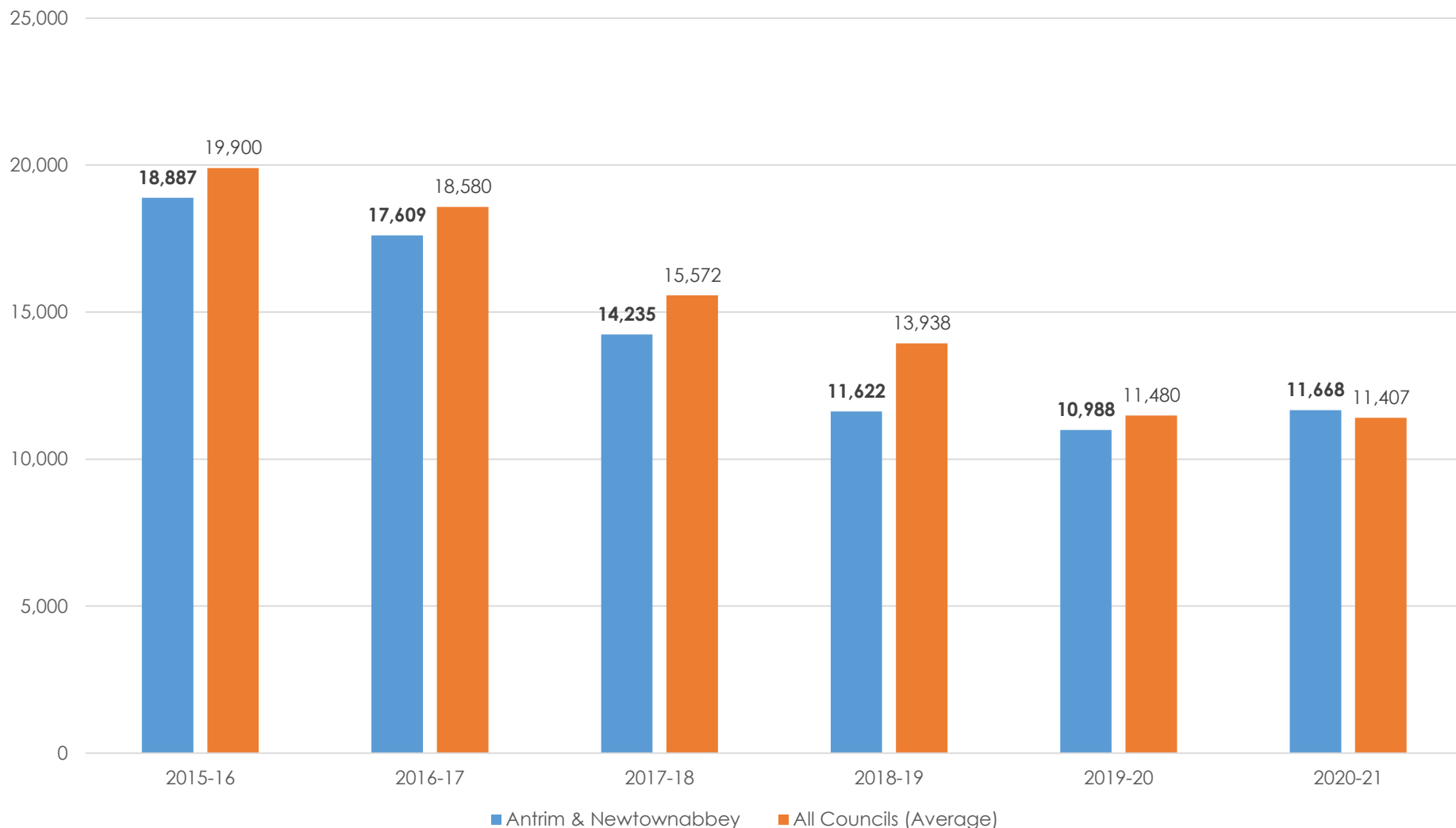
During 2020-21, the amount of biodegradable waste increased on the performance for 2019-20. This can be attributed to an increase in a higher generation of black bin waste, due to the number of residents staying at home during lockdown, and the increased number of people working from home.

## Biodegradable waste sent to landfill (tonnes) 2020-21





## Biodegradable waste sent to landfill (tonnes) 2015-21



\*Source: WasteDataFlow unvalidated survey data September 2021.

The Department of Agriculture, Environment and Rural Affairs, will publish a validated annual report in November 2021.

## The amount of biodegradable waste that is landfilled (tonnes) 2015-21

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Antrim &amp; Newtownabbey</b>	<b>18,887</b>	<b>17,609</b>	<b>14,235</b>	<b>11,622</b>	<b>10,988</b>	<b>11,668*</b>
Ards & North Down	27,612	20,462	18,869	19,186	15,762	19,873
Armagh City, Banbridge & Craigavon	10,376	11,107	9,401	8,771	6,104	4,340
Belfast	45,231	47,399	38,876	36,658	30,299	30,071
Causeway Coast & Glens	17,553	18,996	18,992	14,356	10,004	5,861
Derry City & Strabane	13,429	13,242	12,074	10,974	7,964	4,802
Fermanagh & Omagh	17,291	16,815	15,439	13,677	13,473	14,410
Lisburn & Castlereagh	17,715	19,687	16,458	16,108	14,373	15,967
Mid & East Antrim	19,009	19,161	14,221	14,444	13,684	14,508
Mid Ulster	15,531	14,509	10,117	5,681	1,505	1,482
Newry, Mourne & Down	16,265	5,393	2,612	1,846	2,131	2,494
All Councils (average)	19,899	18,580	15,572	13,938	11,480	11,407

\*Source: WasteDataFlow unvalidated survey data September 2021.

The Department of Agriculture, Environment and Rural Affairs, will publish a validated annual report in November 2021.

## WASTE MANAGEMENT: The amount municipal waste arisings (tonnes)

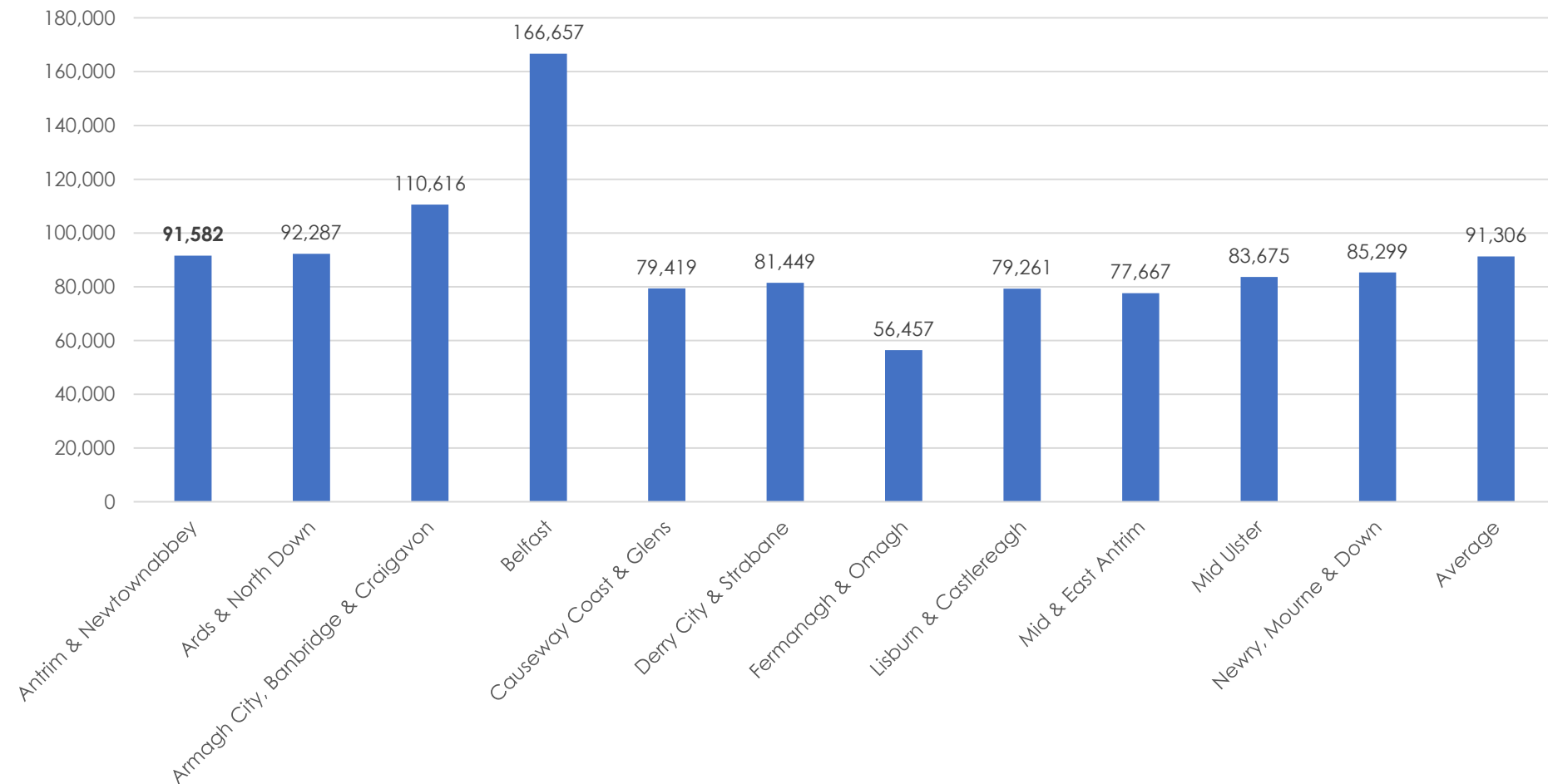
Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
In line with the Northern Ireland Landfill Allowance Scheme	85, 058 tonnes (4th out of 11)	91,631 tonnes (4 <sup>th</sup> out of 11)	93,023 tonnes (3 <sup>rd</sup> out of 11)	98,224 tonnes (3 <sup>rd</sup> out of 11)	102,267 tonnes (3 <sup>rd</sup> out of 11)	91,582 tonnes* (4 <sup>th</sup> out of 11)	<b>Fully Achieved</b>

### What has been achieved

During 2020-21, the amount of municipal waste collected by the Council declined relative to the previous three years.

The pandemic meant a closure of Household Recycling Centres, a suspension of street cleansing and a reduction of trade waste, which all contributed to this reduction however the Council was one of only three Councils to **reduce their total waste arisings in the year**.

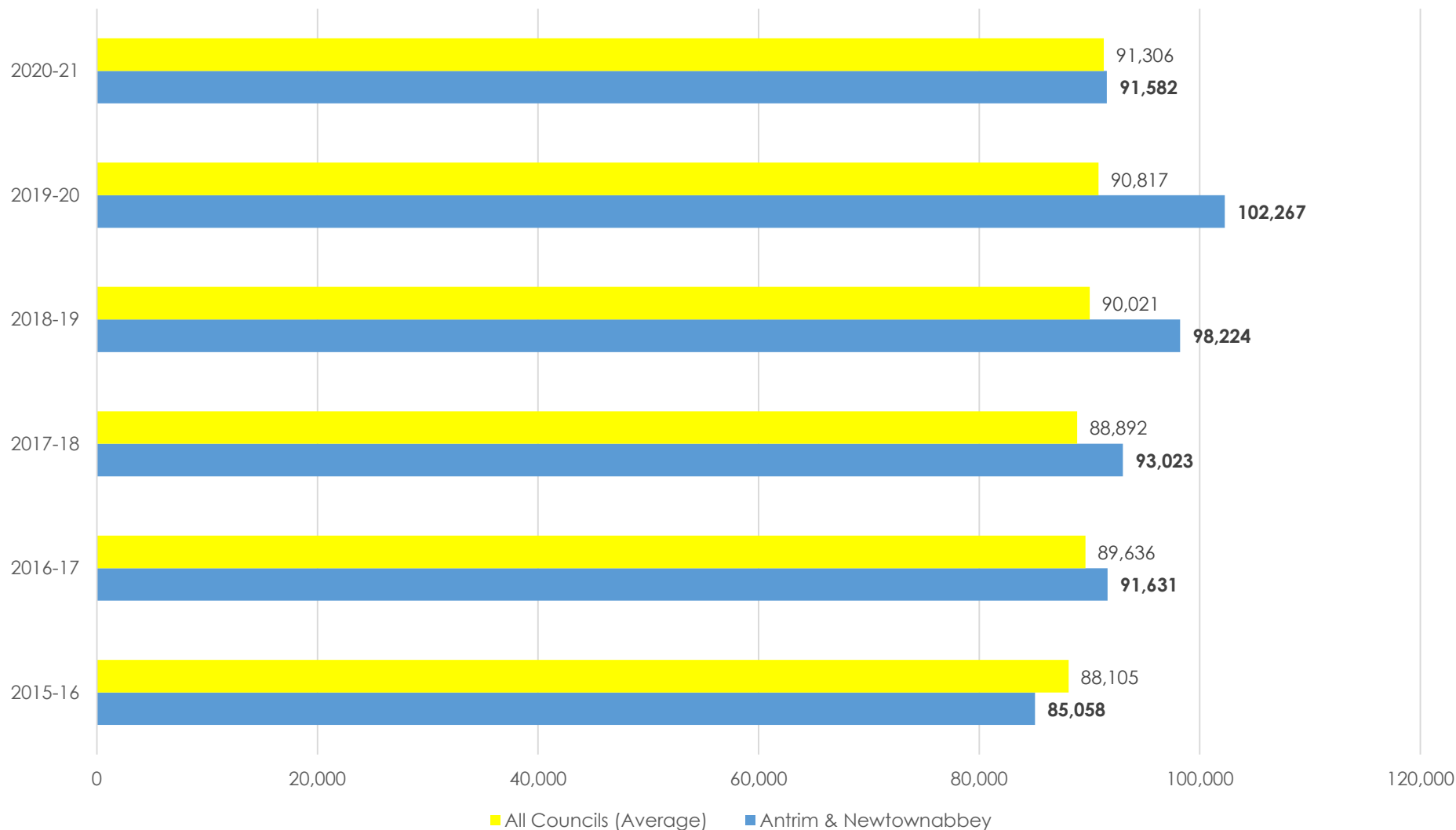
## Local Authority Collected Municipal Waste Arisings (tonnes) 2020-21



\*Source: WasteDataFlow unvalidated survey data September 2021.

The Department of Agriculture, Environment and Rural Affairs, will publish a validated annual report in November 2021.

## Local Authority Collected Municipal Waste Arisings (tonnes) 2015-21



\*Source: WasteDataFlow unvalidated survey data September 2021.

The Department of Agriculture, Environment and Rural Affairs, will publish a validated annual report in November 2021.

## Local Authority Collected Municipal Waste Arisings (tonnes) 2015-21

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Antrim &amp; Newtownabbey</b>	<b>85,058</b>	<b>91,631</b>	<b>93,023</b>	<b>98,224</b>	<b>102,267</b>	<b>91,582*</b>
Ards & North Down	99,770	94,949	89,749	87,338	86,698	92,287
Armagh City, Banbridge & Craigavon	102,957	104,342	105,778	105,828	106,742	110,616
Belfast	169,964	172,235	169,368	171,118	168,515	166,657
Causeway Coast & Glens	78,363	79,758	79,634	81,432	81,279	79,419
Derry City & Strabane	70,901	74,481	77,707	78,660	81,304	81,449
Fermanagh & Omagh	53,963	53,878	53,828	55,931	55,224	56,457
Lisburn & Castlereagh	70,480	73,976	74,992	77,861	78,905	79,261
Mid & East Antrim	75,541	75,188	72,404	73,032	73,797	77,667
Mid Ulster	77,701	82,833	79,851	78,672	79,645	83,675
Newry, Mourne & Down	84,459	82,723	81,483	82,136	84,610	85,299
All Councils (average)	88,105	89,636	88,892	90,021	90,817	91,306

\*Source: WasteDataFlow unvalidated survey data September 2021.

The Department of Agriculture, Environment and Rural Affairs, will publish a validated annual report in November 2021.

## We will increase the speed with which we pay suppliers

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
80% of undisputed creditor invoices paid on time within 10 working days	48%	50%	70%	64%	70%	75%	Substantially Achieved
90% of undisputed creditor invoices paid on time within 30 calendar days	73%	83%	86%	82%	86%	89%	Achieved

## What has been achieved

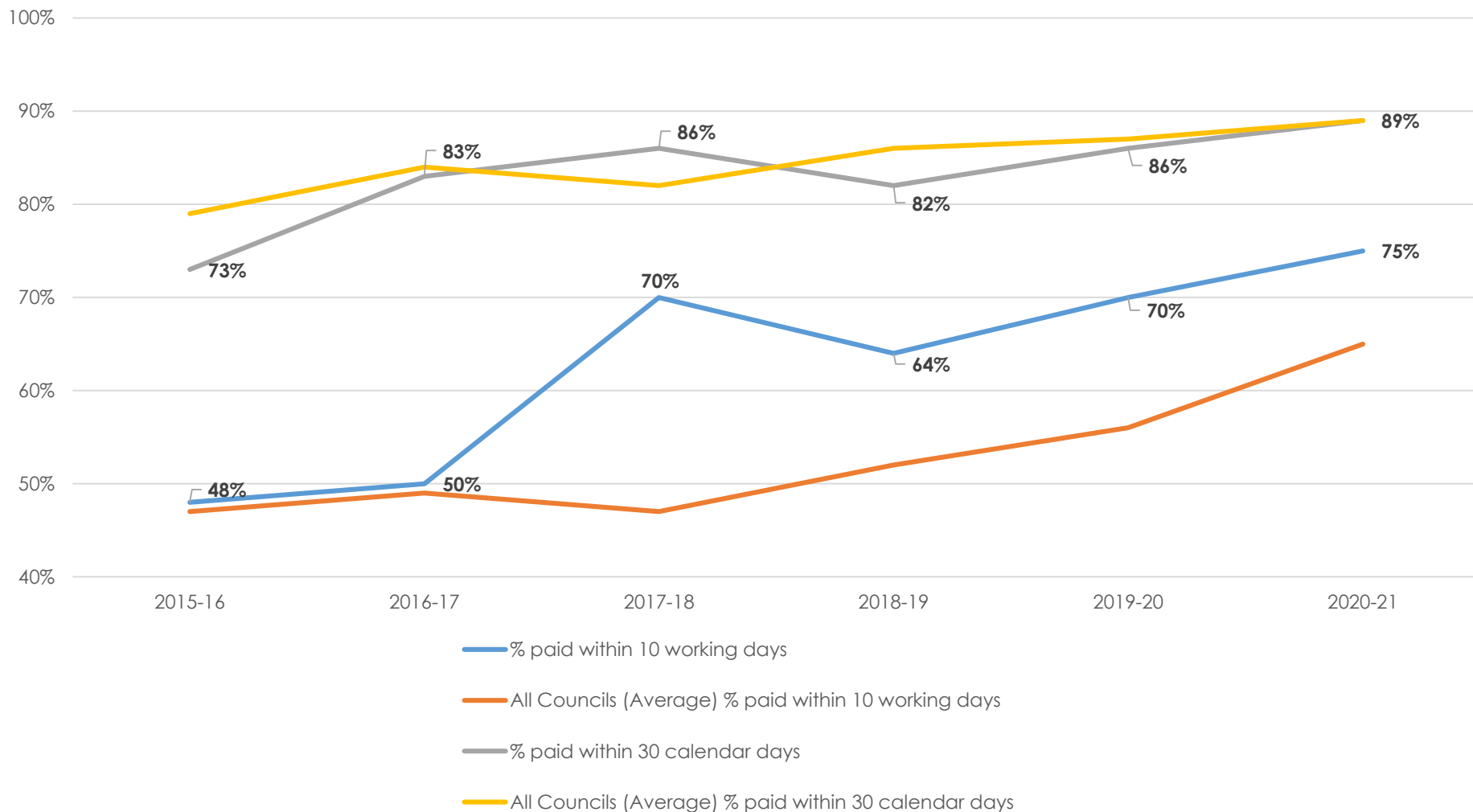
The Council continues to improve performance in terms of prompt payments and is progressing towards attainment of target. During 2020-21, 75% of undisputed creditor invoices were paid within 10 working days, which ranked 5<sup>th</sup> amongst Northern Ireland Councils. The 89% of invoices paid within 30 calendar days was placed 6<sup>th</sup> out of the 11.

Improvements were delivered during 2020-21 and the pandemic, despite the challenges of remote working and putting in place new processes to maintain the appropriate governance arrangements.

A modern, cloud-based financial system has been introduced from 1<sup>st</sup> April 2021 with the aim to deliver further performance improvements.



## Prompt Payment Performance 2015-21 : Benchmarked against other Northern Ireland Councils





## Prompt Payment Performance 2015-21

### % Paid within 10 working days

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Antrim &amp; Newtownabbey</b>	<b>48%</b>	<b>50%</b>	<b>70%</b>	<b>64%</b>	<b>70%</b>	<b>75%</b>
Ards & North Down	32%	47%	44%	62%	67%	80%
Armagh City, Banbridge & Craigavon	12%	22%	17%	21%	19%	49%
Belfast	72%	72%	67%	65%	75%	77%
Causeway Coast & Glens	46%	44%	42%	42%	40%	69%
Derry City & Strabane	35%	34%	44%	42%	45%	36%
Fermanagh & Omagh	53%	53%	58%	80%	81%	86%
Lisburn & Castlereagh	46%	43%	44%	59%	65%	71%
Mid & East Antrim	59%	48%	34%	45%	50%	57.5%
Mid Ulster	67%	84%	84%	83%	83%	81%
Newry, Mourne & Down	9%	9%	8%	10%	17%	11%
All Councils (average)	47%	49%	47%	52%	56%	65%

## Prompt Payment Performance 2015-21

### % Paid within 30 calendar days

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
<b>Antrim &amp; Newtownabbey</b>	<b>73%</b>	<b>83%</b>	<b>86%</b>	<b>82%</b>	<b>86%</b>	<b>89%</b>
Ards & North Down	63%	82%	81%	90%	93%	96%
Armagh City, Banbridge & Craigavon	71%	73%	60%	82%	67%	91%
Belfast	84%	88%	88%	91%	93%	93%
Causeway Coast & Glens	82%	85%	82%	82%	79%	87%
Derry City & Strabane	76%	75%	82%	77%	81%	79%
Fermanagh & Omagh	83%	87%	87%	94%	94%	94%
Lisburn & Castlereagh	85%	81%	76%	85%	91%	87%
Mid & East Antrim	87%	88%	84%	83%	86%	84%
Mid Ulster	99%	99%	98%	94%	94%	95%
Newry, Mourne & Down	66%	86%	86%	91%	90%	86%
All Councils (average)	79%	84%	82%	86%	87%	89%

## We will increase staff attendance levels across the Council

Standard to be met (annually)	2015 -16	2016-17	2017-18	2018-19	2019-20	2020-21	Status
Average number of days lost per employee	12.12	14.36	11.88	13.73	12.41	7.87	Fully Achieved
Percentage of staff with 100% attendance	48%	53%	53%	57%	59%	83%	Fully Achieved

## What has been achieved

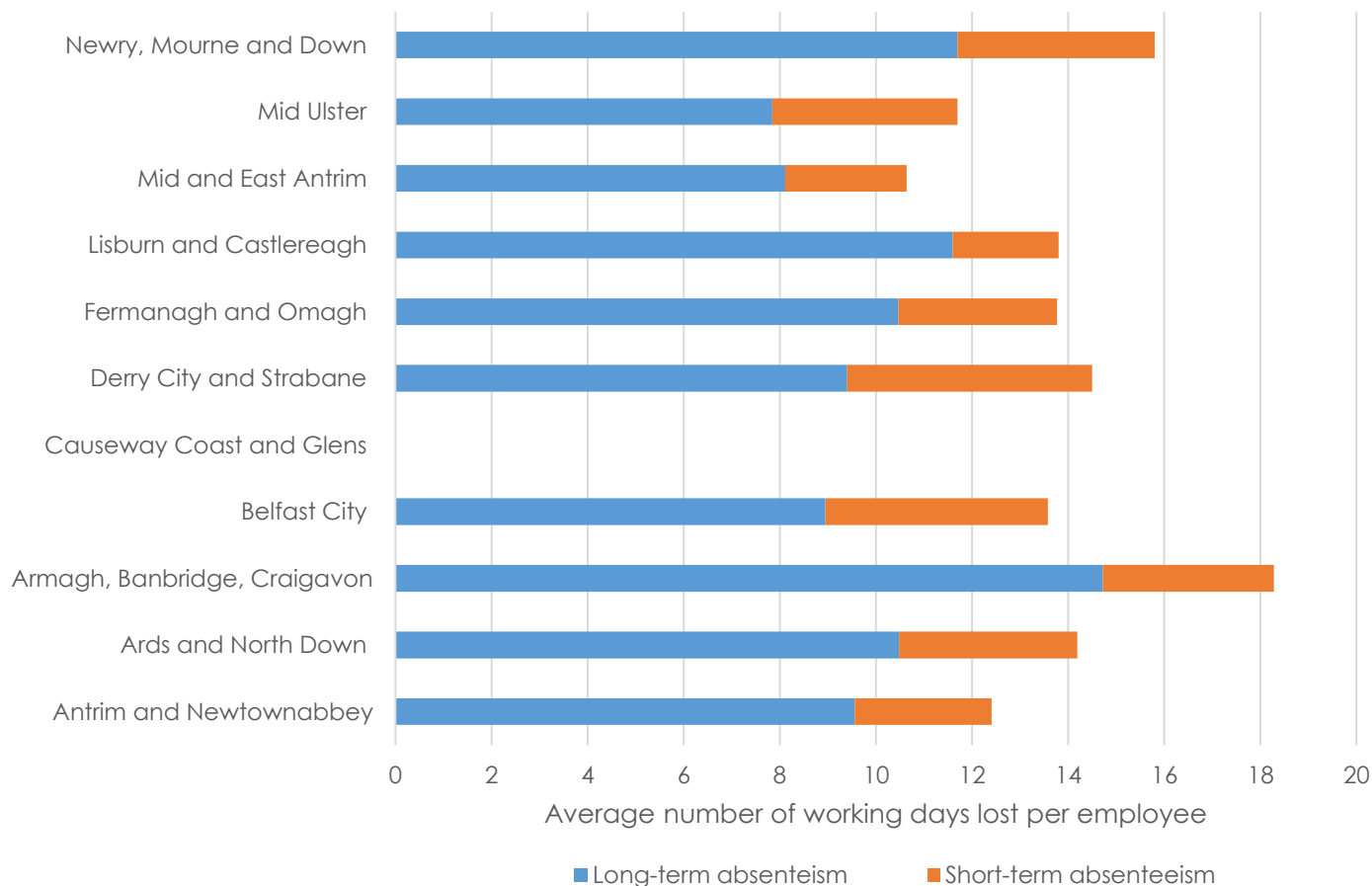
The Council has continued to work collaboratively to manage absence closely, review procedures and make improvements where appropriate. Through employee engagement, recognition and the delivery of well-being initiatives, **the Council has consistently performed above average** in terms of the number of days lost.

In addition, from 2015, we have improved the number of staff who have 100% attendance in each year.

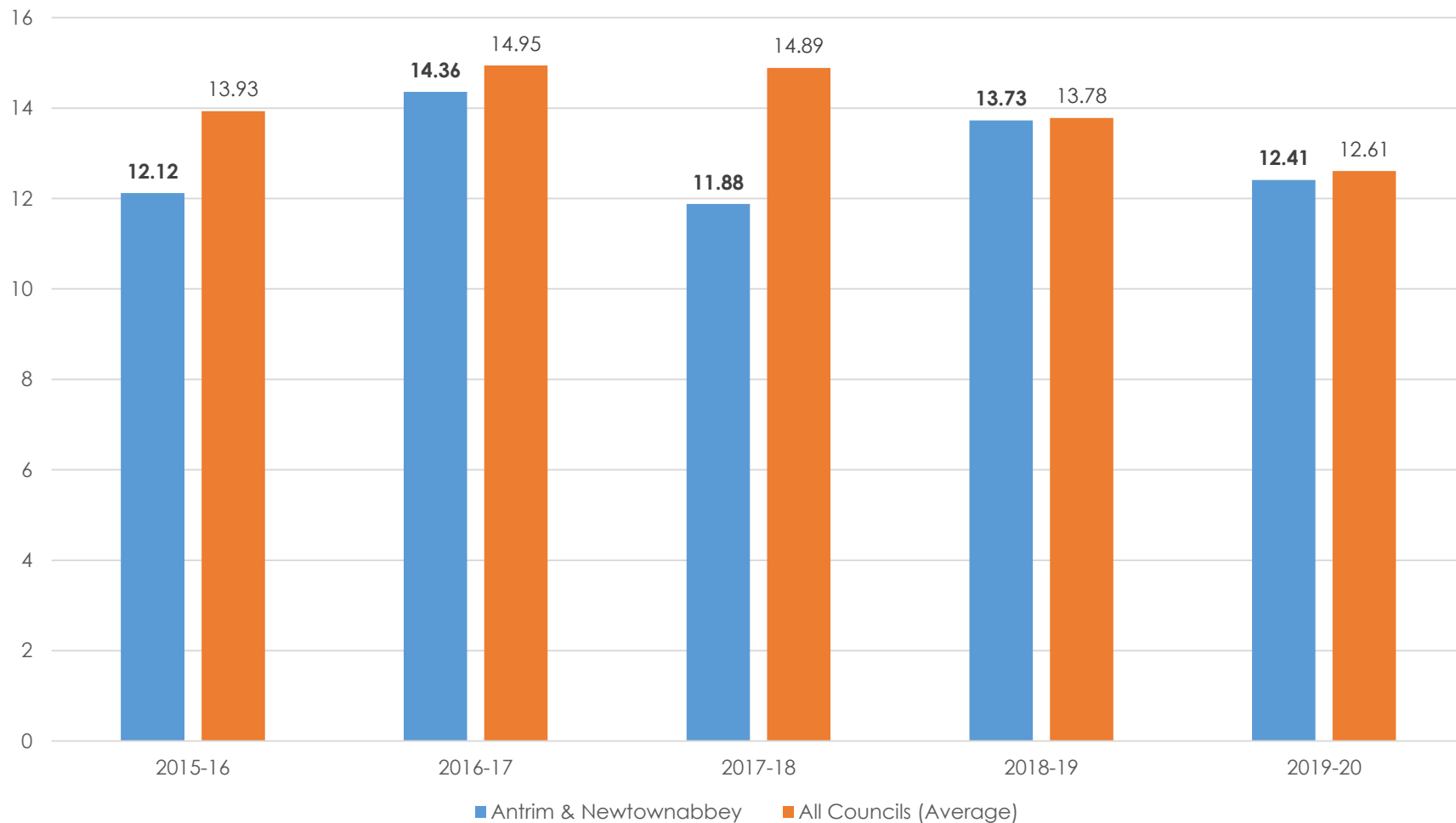
The COVID-19 pandemic has meant a number of Council staff have been on furlough throughout 2020-21, and this has reduced the number of absence incidents.

Benchmarked against other Councils	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Average number of days lost per employee All Councils (Average)*	13.93	14.95	14.89	13.78	12.61	N/A*

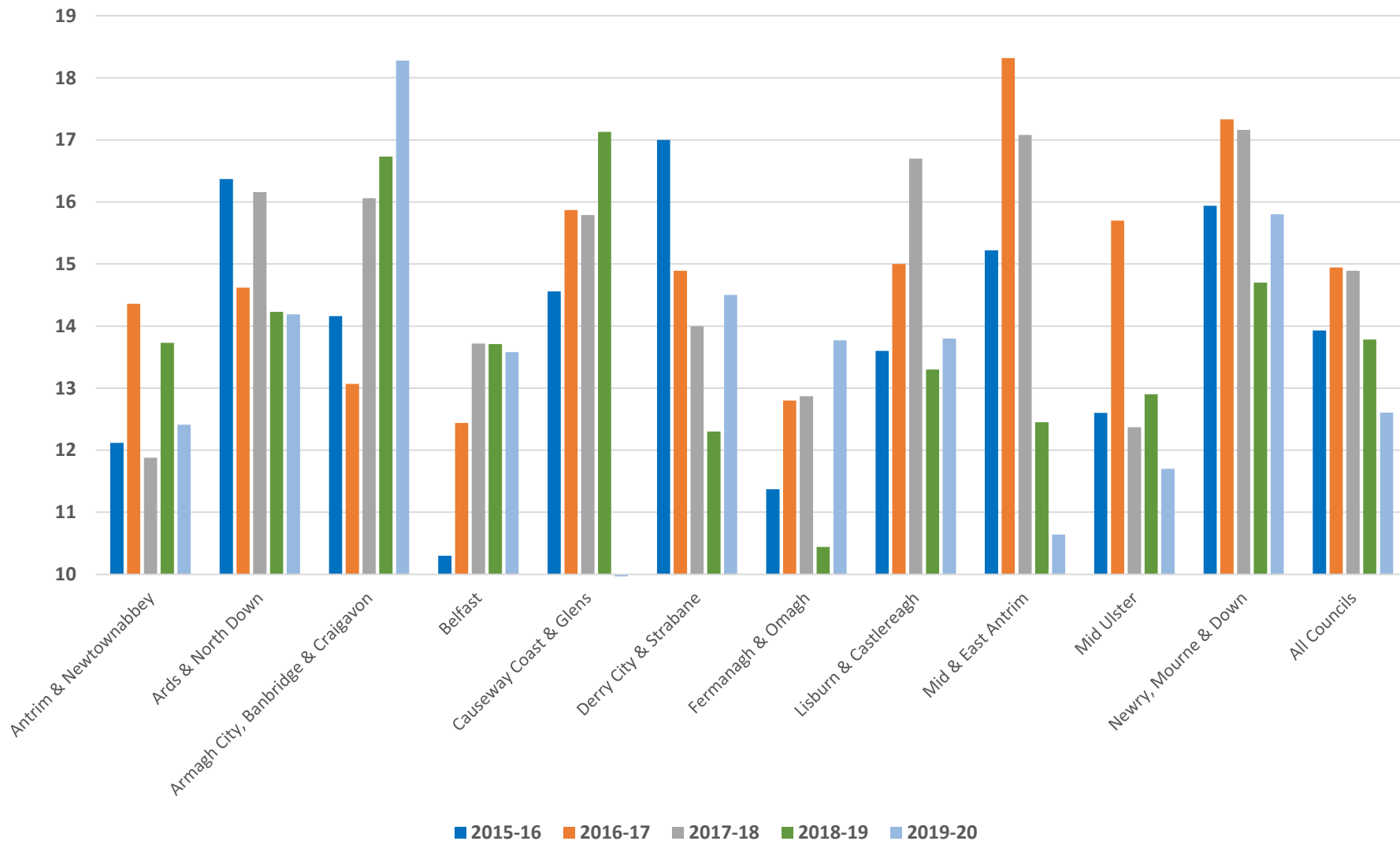
## Staff Absence Performance 2019-20



## Absence rates for 2015-20 (days) : Benchmarked against other Northern Ireland Councils



## Absence rates for 2015-20 (days) : Benchmarked against other Northern Ireland Councils



Source: Unaudited data from Annual Audit Letters. 2020-21 figures not yet available.

## Overall Assessment of Performance 2020-21

In terms of an overall assessment against objectives for 2020-21:

- **79%** were fully achieved or achieved.
- **7%** were substantially achieved.
- **7%** were partially achieved.
- **7%** were not achieved.

These results demonstrate that effective arrangements are in place for exercising general responsibilities in the delivery of services.





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## Overall Assessment of Performance 2020-21

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

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

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

The Council delivered performance in the face of great challenges during the pandemic.

Although the percentage of recycling did not maintain the improvements of recent years, the unvalidated figure of **54.5% is second amongst Northern Ireland councils and considerably above the average of 50.7%**. Service closures and restrictions contributed to this performance.

Similarly, biodegradable waste rose slightly, against a trend of consistent reductions, and must be viewed within the context of an increase in the amount of black bin waste during lockdown and from people working at home.

Finally, the amount of municipal waste fell in 2020-21, against a trend of increases. Whilst the pandemic will have played a part in delivering a more beneficial result in this instance, it can also be attributed to restrictions applied to non-residents accessing Household Recycling Centres.

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
% of household waste collected that is sent for recycling	<b>46.8%</b>	<b>47.5%</b>	<b>52.2%</b>	<b>56.1%</b>	<b>57.3%</b>	<b>54.5%*</b>
The amount of biodegradable waste that is landfilled (tonnes)	<b>18,887</b>	<b>17,609</b>	<b>14,235</b>	<b>11,622</b>	<b>10,988</b>	<b>11,688*</b>
The amount of municipal waste arising (tonnes)	<b>85,058</b>	<b>91,631</b>	<b>93,023</b>	<b>98,224</b>	<b>102,267</b>	<b>91,582*</b>

## Overall Assessment of Performance 2020-21

### The number of jobs promoted through business start-up activity

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

The statutory target of 80 jobs has been **exceeded during each of the past six years**.

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Jobs Promoted via start up activity	89	92	83	105	106	84

### MAJOR - % processing times for major planning applications processed within the 30 week target

### MAJOR - Average processing times in weeks for major planning applications processed within the 30 week target

Whilst the Council recorded the longest average processing time for 2020-21, at the same time the Council recorded the highest proportion of major applications processed within target at 40%, compared to an average across all Councils of 13.4%, and **thus ranked first on this measure out of the 11 Councils**. This demonstrates the small margins involved in measuring Major application performance.

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
% of cases processed within 30 weeks	52.4%	15.4%	26.7%	78.6%	58.3%	40.0%
Average processing times (weeks) for applications processed within 30 weeks	28.2 weeks	73.6 weeks	40.0 weeks	24.2 weeks	24.6 weeks	113.4 weeks

## Overall Assessment of Performance 2020-21

LOCAL - % processing times for local planning applications within the 15 week target

LOCAL - Average processing times in weeks for local planning applications within the 15 week target

Despite a decrease in the percentage of cases processed within 15 weeks, and an increase in the average time to process, **the Council ranked second in both measurements and exceeded both targets.**

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
% of cases processed within 15 weeks	<b>55.9%</b>	<b>65.9%</b>	<b>66.5%</b>	<b>71.0%</b>	<b>80.3%</b>	<b>64.3%</b>
Average processing times (weeks) for applications processed within 15 weeks	<b>14.0 weeks</b>	<b>12.6 weeks</b>	<b>12.1 weeks</b>	<b>12.4 weeks</b>	<b>9.4 weeks</b>	<b>12.4 weeks</b>

ENFORCEMENT - % processing times for enforcement planning cases within the 39 week target

ENFORCEMENT - Average processing times in weeks for enforcement planning cases within the 39 week target

The Council maintained strong performance in processing enforcement cases recorded over the last six years **and once again the Council ranked first and third respectively out of all Councils on the two processing targets.**

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
% of cases processed within 39 weeks	<b>84.2%</b>	<b>94.3%</b>	<b>94.2%</b>	<b>94.0%</b>	<b>98.7%</b>	<b>90.8%</b>
Average processing times (weeks) to process 70% of cases to conclusion	<b>19.5 weeks</b>	<b>14.2 weeks</b>	<b>12.2 weeks</b>	<b>11.8 weeks</b>	<b>7.0 weeks</b>	<b>24.4 weeks</b>

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## Overall Assessment of Performance 2020-21

We will increase the speed with which we pay suppliers

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

Progress continues to be made, **with 10-day performance consistently above average** and a 30-day performance just short of target, and in line with average performance amongst all eleven councils.

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
% paid within 10 working days	<b>48%</b>	<b>50%</b>	<b>70%</b>	<b>64%</b>	<b>70%</b>	<b>75%</b>
% paid within 30 calendar days	<b>73%</b>	<b>83%</b>	<b>86%</b>	<b>82%</b>	<b>86%</b>	<b>89%</b>

We will increase staff attendance levels across the Council

The Council has continued to work collaboratively to manage absence closely, review procedures and make improvements where appropriate. Through employee engagement, recognition and the delivery of well-being initiatives, the Council **has consistently performed above average in terms of the number of days lost**. In addition, from 2015, the Council has improved the number of staff who have 100% attendance in each year.

The COVID-19 pandemic has meant a number of Council staff have been on furlough throughout 2020-21, and this has reduced the number of absence incidents.

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Average number of days lost per employee	<b>12.12</b>	<b>14.36</b>	<b>11.88</b>	<b>13.73</b>	<b>12.41</b>	<b>7.87</b>
% staff with 100% attendance	<b>48%</b>	<b>53%</b>	<b>53%</b>	<b>57%</b>	<b>59%</b>	<b>83%</b>

[Introduction](#)[Performance Improvement Duty](#)[Self-Assessment of Performance 2020-21](#)[Statutory Indicators & Standards](#)[Self-Imposed Indicators & Standards](#)[Overall Assessment](#)[Have Your Say](#)

## Have your Say

2020-21 was an unprecedented year for the Borough, however despite the challenges that were presented, the Council continues to have high ambitions for our residents. We are committed to ensuring that the Borough not only recovers from the current pandemic, but that it continues to develop, improve, grow and be a place where people choose to invest, learn, work, visit and live.

The Council has prepared a Corporate Recovery Plan 2021-23 which sets out the plans for recovery and renewal, focusing on public safety, maintaining service standards, and maximising opportunities for community capacity building and investment in the regeneration of our towns and villages.

The Plan reflects the areas where services need to be brought back to pre Covid-19 levels as well as reflect a number of key areas for performance improvement in the periods 2021-22 and 2022-23 and supporting the revival of the local economy, working with partners and stakeholders to build an inclusive, green, digital future.

The Plan can be viewed at [www.antrimandnewtownabbey.gov.uk/performance](http://www.antrimandnewtownabbey.gov.uk/performance)

We welcome your comments on the Corporate Recovery Plan 2021-23, or suggestions about service improvements at any time of the year.

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

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

### Performance and Transformation Team

Civic Centre

50 Stiles Way

Antrim

BT41 2UB

**Telephone: 028 9034 0088**

**Email: [james.porter@antrimandnewtownabbey.gov.uk](mailto:james.porter@antrimandnewtownabbey.gov.uk)**

ANTRIM CIVIC CENTRE  
50 Stiles Way, Antrim BT41 2UB  
T 028 9446 3113

MOSSLEY MILL  
Carnmoney Road North, Newtownabbey BT36 5QA  
T 028 9034 0000

**antrimandnewtownabbey.gov.uk**  
**f** **@**ANBorough

