



**CORPORATE
PERFORMANCE AND
IMPROVEMENT
PLAN**

DRAFT FOR CONSULTATION

2024/25

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| FOREWORD

We are delighted to present our Corporate Performance and Improvement Plan for the year 2024/25, outlining our steadfast commitments to the wellbeing of our residents and the seamless delivery of our services.

Currently, we are in the process of evaluating our Corporate Plan for the years 2024-30, ensuring its continued alignment with our Community Plan. Our dedication to ongoing enhancements remains unwavering, and we acknowledge the necessity of exploring innovative approaches to enhance the quality of life for our residents.

In the pursuit of delivering exceptional services to our residents, we have identified six key areas for improvement this year. The prevailing cost of living crisis necessitates prudent budgeting, delivering value for money without compromising the excellence of the services we offer. Together, we are resolute in advancing our commitments to foster a sustainable Borough, thereby mitigating the impact of climate change.

To fortify the health and wellbeing of our residents, we are maximising our contribution through a diverse range of activities in Parks and Open Spaces and Leisure, as well as Arts and Cultural services. Additionally, we uphold our dedication to supporting local businesses and investors by aligning our planning and business support services, alongside ensuring prompt payments to our suppliers.

Our commitment extends to managing staff attendance and investing in our leisure facilities to boost their utilisation. The successful execution of this plan necessitates collaboration with a broad spectrum of partners, including our dedicated staff and trade unions. This comprehensive plan will be supported by robust Performance Governance Arrangements and departmental Business Plans. The outcomes will be detailed in our annual self-assessment report, scheduled for publication in September 2024.

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



Mark Cooper

COUNCILLOR MARK COOPER BEM
Mayor of Antrim and
Newtownabbey Borough Council



Richard Baker

RICHARD BAKER GM MSc
Chief Executive



| 2023/24 Performance Achievements

People

93.5%
SATISFACTION WITH
BOROUGH LIFE
MAGAZINE

93%
OVERALL
SATISFACTION WITH
COUNCIL
SERVICES

99%
OF GRANT AWARDS
ISSUED WITHIN
30 DAYS
OF CLOSING DATE

APSE
BEST SERVICE
TEAM AWARD

91%
OF RESIDENTS FEEL
THAT ANTRIM AND
NEWTOWNABBEY
IS A SAFE
PLACE TO LIVE

SCHOOL UNIFORM
AND TOY RE-USE
SCHEME LAUNCHED
HELPING OVER
1000
FAMILIES



**UK ACTIVE
REGIONAL
CENTRE OF THE
YEAR WINNER**
(BALLYEARL ARTS & LEISURE CENTRE)





Place

156

COMMUNITY CLEAN UPS
SUPPORTED

NUMBER 1
IN NORTHERN
IRELAND FOR
RECYCLING
(OUT OF 11 COUNCILS)

87.6%

RESIDENT SATISFACTION
WITH COUNCIL PARKS
AND OPEN SPACES

PLATINUM
AWARD
IN THE NI
ENVIRONMENTAL
BENCHMARKING
SURVEY

26

GREEN
FLAGS



201.5K
TREES
PLANTED
SINCE 2021





Prosperity

LEADING COUNCIL IN NORTHERN IRELAND FOR PLANNING APPLICATIONS PROCESSED

106 JOBS PROMOTED THROUGH START UP ACTIVITY

300 UNEMPLOYED PEOPLE ASSISTED INTO WORK THROUGH LOCAL LABOUR MARKET ACTIVITY

18 PROJECTS IN DELIVERY UNDER TOWN CENTRE MASTERPLANS

WINNERS OF SMALL TEAM OF THE YEAR AT THE LOCAL GOVERNMENT CHRONICAL AWARDS

91.3% CUSTOMER SATISFACTION WITH THE COUNCIL DIGITAL SERVICES





| Your Councillors

KEY ABBREVIATIONS

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



Airport District Electoral Area (DEA)

COVERS ALDERGROVE, CLADY, CRUMLIN, MALLUSK AND TEMPLEPATRICK.



ANNE MARIE LOGUE
SINN FÉIN
 T. 07533 353610
 E. annemarie.logue@antrimandnewtownabbey.gov.uk



MATTHEW MAGILL
DUP
 T. 07825 374019
 E. matthew.magill@antrimandnewtownabbey.gov.uk



ANDREW MCAULEY
ALLIANCE
 T. 07775 756466
 E. andrew.mcauley@antrimandnewtownabbey.gov.uk



PAUL MICHAEL BEM
UUP
 T. 07587 657120
 E. paul.michael@antrimandnewtownabbey.gov.uk



MAIGHR AD N  CHONGHAILE
SINN F IN
 T. 07827 286768
 E. maighread.nichonghaile@antrimandnewtownabbey.gov.uk

Antrim District Electoral Area (DEA)

COVERS ANTRIM CENTRE, FOUNTAIN HILL, GREYSTONE, SPRINGFARM, STEEPLE AND STILES.



PAUL DUNLOP BEM
DUP
 T. 07771 554652
 E. paul.dunlop@antrimandnewtownabbey.gov.uk



NEIL KELLY
ALLIANCE
 T. 07545 992615
 E. neil.kelly@antrimandnewtownabbey.gov.uk



ROISIN LYNCH
SDLP
 T. 07827 276840
 E. roisin.lynch@antrimandnewtownabbey.gov.uk



LUCILLE O'HAGAN
SINN F IN
 T. 07827 286769
 E. lucille.ohagan@antrimandnewtownabbey.gov.uk



JOHN SMYTH
DUP
 T. 07436 582180
 E. john.smyth@antrimandnewtownabbey.gov.uk



LEAH SMYTH
UUP
 T. 07984 030867
 E. leah.smyth@antrimandnewtownabbey.gov.uk

Ballyclare District Electoral Area (DEA)

COVERS BALLYCLARE EAST, BALLYCLARE WEST, BALLYNURE, BALLYROBERT AND DOAGH.



JEANNIE ARCHIBALD-BROWN
DUP
 T. 07715 392229
 E. jeannie.archibald-brown@antrimandnewtownabbey.gov.uk



LEWIS BOYLE
ALLIANCE
 T. 07827 286771
 E. lewis.boyle@antrimandnewtownabbey.gov.uk



HELEN MAGILL
DUP
 T. 07827 287163
 E. helen.magill@antrimandnewtownabbey.gov.uk



VERA MCWILLIAM
UUP
 T. 07792 477050
 E. vera.mcwilliam@antrimandnewtownabbey.gov.uk



MICHAEL STEWART
IND
 T. 07810 868522
 E. michael.stewart@antrimandnewtownabbey.gov.uk

Dunsilly District Electoral Area (DEA)

COVERS CRANFIELD, PARKGATE, RANDALSTOWN, SHILVODAN AND TOOME.



JAY BURBANK
ALLIANCE
T. 07826 513279
E. jay.burbank@antrimandnewtownabbey.gov.uk



LINDA CLARKE
DUP
T. 07803 132601
E. linda.clarke@antrimandnewtownabbey.gov.uk



HENRY CUSHINAN
SINN FÉIN
T. 07871 229810
E. henry.cushinan@antrimandnewtownabbey.gov.uk



ANNIE O'LOONE
SINN FÉIN
T. 07827 286772
E. annie.olone@antrimandnewtownabbey.gov.uk



STEWART WILSON
UUP
T. 07827 286774
E. stewart.wilson@antrimandnewtownabbey.gov.uk

Glengormley Urban Electoral Area (DEA)

COVERS BALLYHENRY, BURNTHILL, CARNMONEY, COLLINBRIDGE, GLEBE, GLENGORMLEY AND HIGHTOWN.

DEPUTY MAYOR



ALISON BENNINGTON
DUP
T. 07741 241011
E. alison.bennington@antrimandnewtownabbey.gov.uk



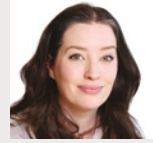
PAULA BRADLEY
DUP
T. 07500 870323
E. paula.bradley@antrimandnewtownabbey.gov.uk



MARK COSGROVE
UUP
T. 07555 650015
E. mark.cosgrove@antrimandnewtownabbey.gov.uk



MICHAEL GOODMAN
SINN FÉIN
T. 07827 818500
E. michael.goodman@antrimandnewtownabbey.gov.uk



ROSIE KINNEAR
SINN FÉIN
T. 07771 544248
E. rosie.kinnear@antrimandnewtownabbey.gov.uk



JULIAN MCGRATH
ALLIANCE
T. 07920 029033
E. julian.mcgrath@antrimandnewtownabbey.gov.uk



EAMONN MCLAUGHLIN
SINN FÉIN
T. 07827 286775
E. eamonn.mclaughlin@antrimandnewtownabbey.gov.uk

Macedon District Electoral Area (DEA)

COVERS ABBEY, CARNMONEY HILL, O'NEILL, RATHCOOLE, VALLEY AND WHITEHOUSE.



MATTHEW BRADY
DUP
T. 07833 105351
E. matthew.brady@antrimandnewtownabbey.gov.uk



ROBERT FOSTER
UUP
T. 07342 064510
E. robert.foster@antrimandnewtownabbey.gov.uk



BEN MALLON
DUP
T. 07719 652057
E. ben.mallon@antrimandnewtownabbey.gov.uk



TAYLOR MCGRANN
SINN FÉIN
T. 07436 548081
E. taylor.mcgrann@antrimandnewtownabbey.gov.uk



STAFFORD WARD
IND
T. 07827 286776
E. stafford.ward@antrimandnewtownabbey.gov.uk



BILLY WEBB MBE JP
ALLIANCE
T. 07799 866876
E. billy.webb@antrimandnewtownabbey.gov.uk

Threemilewater District Electoral Area (DEA)

COVERS BALLYDUFF, FAIRVIEW, JORDANSTOWN, MONKSTOWN, MOSSLEY AND ROSTULLA.

MAYOR



TOM CAMPBELL
ALLIANCE
T. 07595 978690
E. tom.campbell@antrimandnewtownabbey.gov.uk



MARK COOPER BEM
DUP
T. 07771 332108
E. mark.cooper@antrimandnewtownabbey.gov.uk



STEPHEN COSGROVE
UUP
T. 07909 531742
E. stephen.cosgrove@antrimandnewtownabbey.gov.uk



SAM FLANAGAN
DUP
T. 07984 037509
E. sam.flanagan@antrimandnewtownabbey.gov.uk



JULIE GILMOUR
ALLIANCE
T. 07796 950825
E. julie.gilmour@antrimandnewtownabbey.gov.uk



STEPHEN ROSS
DUP
T. 07713 946038
E. stephen.ross@antrimandnewtownabbey.gov.uk

| Our Commitment

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

We will:

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

OUR PARTNERSHIPS

We acknowledge the importance of collaboration and understand the necessity to partner with a diverse array of stakeholders. Through joint efforts, we aim to co-design solutions utilising both established and innovative structures. This collaborative approach seeks to maximise results by harnessing all available resources and policy initiatives to support our communities and invigorate our economy.

Understanding local issues and needs is vital to ensuring that no-one is left behind, particularly in the current Cost of Living Crisis. Within our diverse network of collaborations, the Community Planning process serves as a pivotal mechanism for collective engagement. Our steadfast commitment lies in optimising the efficiency of services across public sector delivery and fostering resource-sharing. This dedication ensures that our support for the community remains robust and cohesive.

We are committed to extensive collaboration across all government sectors, working diligently to surpass economic forecasts. Our aim is to generate new employment opportunities while safeguarding existing ones, fostering a resilient and thriving job market.

OUR RESOURCES

We are committed to advocating for and securing additional funding to implement the priorities outlined in this Plan, aligning these efforts with other strategic funds and opportunities to amplify impact.

Furthermore, our dedication extends to ensuring the wellbeing of our Elected

Members and Staff. We will foster a collaborative environment, actively working to support their health, safety, and welfare, with the overarching goal of nurturing our people and driving collective success.

OUR INVESTMENTS

Our focus remains steadfast on maximising opportunities for our Borough, particularly through strategic investments and collaborations in major interventions like the Belfast Region City Deal, UK Treasury, and Levelling Up Funds.

In tandem, we are committed to ongoing investments in our facilities and services. This commitment is driven by our goal to provide high-quality Council facilities and enhance accessibility for individuals, communities, and businesses within the Borough.

Furthermore, we are dedicated to delivering value for money in all expenditure. This includes supporting local suppliers through timely payments and facilitating their access to procurement networks. We aim to provide local companies with opportunities to bid for public sector procurement contracts, fostering economic growth within our Borough.

OUR COMMUNICATION

We are committed to maintaining regular and transparent communication with our residents. Utilising a diverse range of channels such as the local press, Borough Life Magazine, our website, Citizens App, social media, and our dedicated Customer Service Agents, we aim to keep our community well-informed.

Inclusivity is a key priority, and we will ensure

that information is provided in accessible formats. Additionally, we recognise the importance of linguistic diversity and commit to offering information in minority languages to meet the diverse needs of everyone in our community.

OUR DIGITAL PLAN

Our commitment to being transformative and at the forefront of digital solutions remains unwavering. Through strategic partnerships, we will actively invest in enhancing our digital infrastructure. This investment is designed to not only facilitate job creation but also to attract new investment and entrepreneurs to our Borough. By staying on the cutting edge of technology, we aim to create an environment that fosters innovation and economic growth.

OUR SUSTAINABILITY

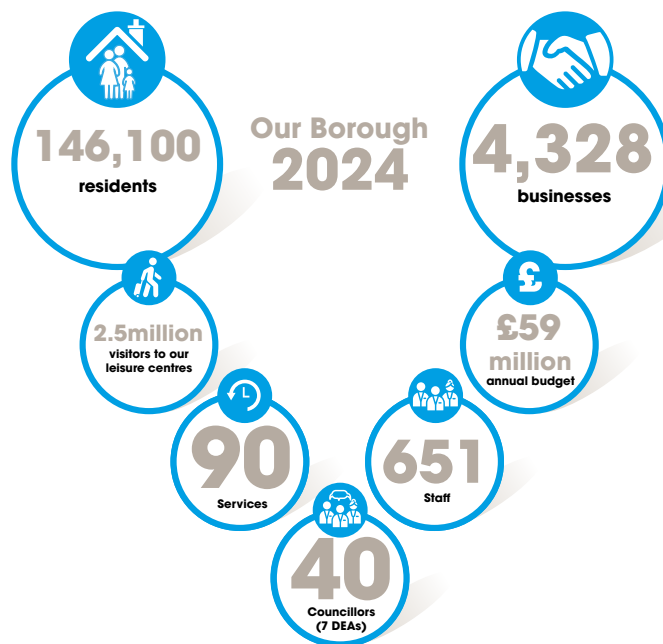
We are dedicated to weaving sustainability into the fabric of our strategic priorities. This commitment involves actively monitoring the Council's environmental impacts and incorporating sustainability principles into our daily service delivery.

Furthermore, we pledge to safeguard and improve our open spaces and environment. To validate and measure our efforts, we will seek recognition through respected accreditations, aiming to set benchmarks for our work in enhancing and preserving the environment.

OUR GOVERNANCE

We are committed to upholding the highest standards of governance, steadfastly maintaining oversight structures within the Council. Fulfilling all statutory duties for audit and accountability remains a paramount focus.

Our Governance Framework is designed to guarantee the realisation of improvements outlined in this Plan. Reporting through our Business Plans will provide additional support for plan delivery. Integral to this Governance Framework are our Elected Members, who play a crucial role in ensuring progress against various performance indicators. Their responsibility is central to the overall success and accountability of our initiatives.



| Performance and Improvement

The Council's Performance and Improvement Plan sets out how we will continue to be a high performing Council and also addresses how we will deliver on our statutory duty, as listed in Part 12 of the Local Government Act 2014. These 'duties' relate to sections 84(1), 85(2) and 89(5) of the Act, whereby the Council has a statutory responsibility to make arrangements to:

- secure continuous improvement;
- secure achievement of its improvement objectives; and
- exercise its functions so that any Departmental specified standards are met.

Specifically, the Plan provides a rationale for why we have chosen our improvement objectives and details the expected outcomes.

Each objective has been framed so as to bring about improvement in at least one of the specified aspects of improvement as defined in Section 86 of the Act: Strategic Effectiveness; Service Quality; Service Availability; Fairness; Sustainability; Efficiency and Innovation.

The Corporate Improvement Objectives for 2024/25 cover a broad range of business areas and will contribute to the sustainable, social, economic and environmental wellbeing of the residents of Antrim and Newtownabbey Borough, delivering improvements for our citizens and ratepayers.

Arrangements to Secure Continuous Improvement

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

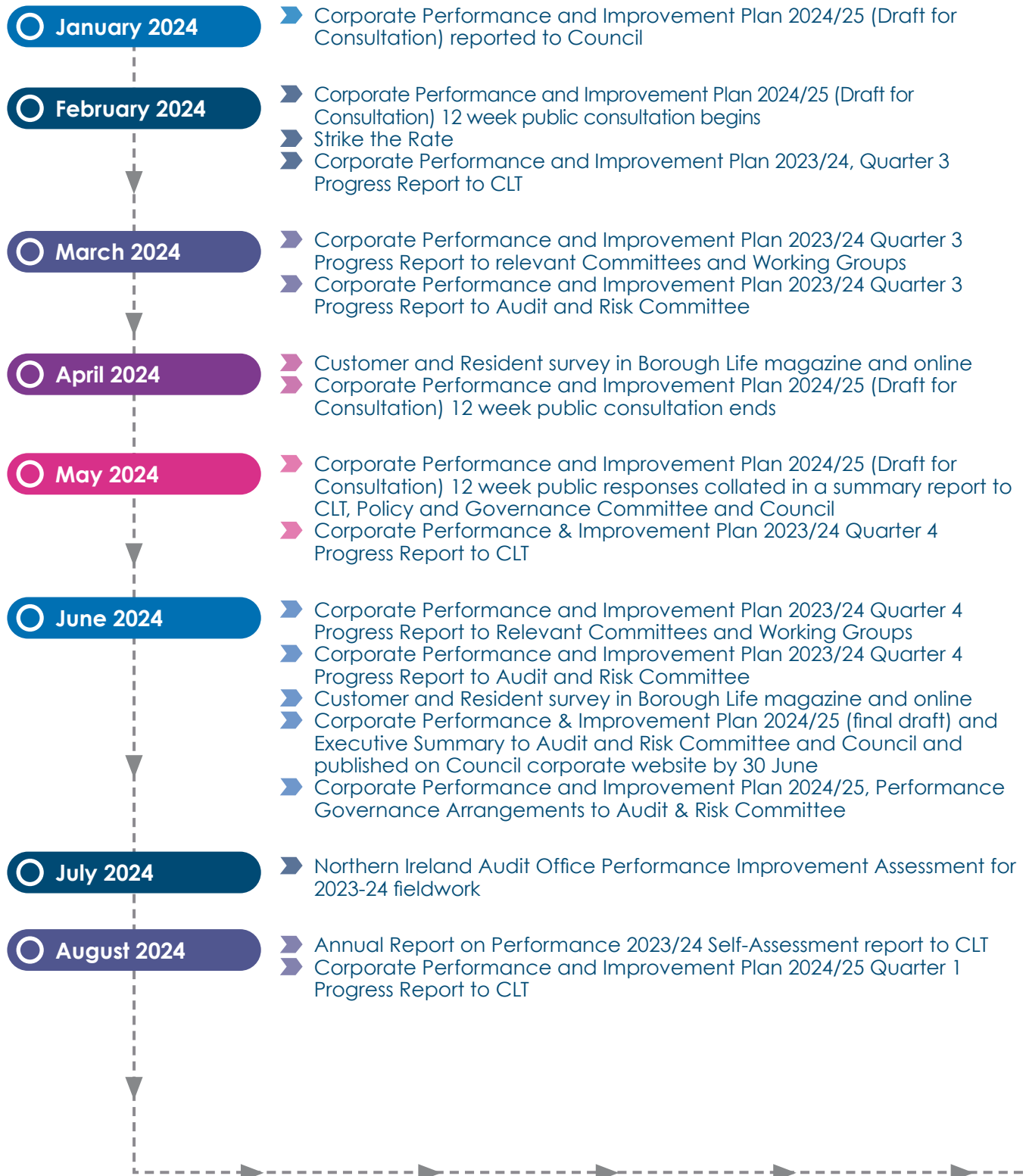
Figure One, illustrates our strategic performance framework demonstrating how the Council's strategic objectives are cascaded throughout the organisation.



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



| Corporate Performance and Improvement Plan 2024/25 Performance Management Timetable



○ September 2024

- ▶ Corporate Performance and Improvement Plan 2024/25 Quarter 1 Progress Report to relevant Committees, Audit and Risk Committee and relevant Working Groups
- ▶ Annual report on performance 2023/24 Self-Assessment published on Council website by 30 September

○ November 2024

- ▶ Corporate Performance and Improvement Plan 2024/25 Quarter 2 Progress Report to CLT
- ▶ Northern Ireland Audit Office Performance Improvement Assessment for 2024/25 Section 95 report published and reported to CLT with draft action plan
- ▶ Corporate Workshop (Mid-year report on performance; corporate financial review; draft estimates for 2025/26)
- ▶ Customer and Resident survey in Borough Life magazine and online

○ December 2024

- ▶ Corporate Performance and Improvement Plan 2024/25 Quarter 2 Progress Report to relevant Committees, Audit and Risk Committee and relevant Working Groups
- ▶ Northern Ireland Audit Office Performance Improvement Assessment Report 2024/25 to Audit and Risk Committee with draft Action Plan if required
- ▶ Corporate Performance and Improvement Plan 2025/26 (Draft for Consultation) report to CLT

○ January 2025

- ▶ Corporate Performance and Improvement Plan 2025/26 (Draft for Consultation) report to Policy and Governance Committee and Council

○ February 2025

- ▶ Corporate Performance and Improvement Plan 2025/26 (Draft for Consultation) 12 week public consultation begins
- ▶ Strike the Rate
- ▶ Corporate Performance and Improvement Plan 2024/25 Quarter 3 Progress Report to CLT

○ March 2025

- ▶ Corporate Performance and Improvement Plan 2024/25 Quarter 3 Progress Report to relevant Committees, Audit and Risk Committee and relevant Working Group

| Corporate Themes

| Place

We will continue to improve the attractiveness of our Borough.

We know that welcoming, vibrant neighbourhoods attract people to live, work and visit the Borough. We will continue to invest our towns, villages, neighbourhoods and rural areas and we will support communities and empower residents to take responsibility for their environment so that people will be united by a strong sense of pride in their surroundings.

We are focused on building a sustainable and progressive place and the completion of the Local Development Plan and will enable us to plan positively for the future of our Borough and provide a framework for investment and prospective employment trends. It will incorporate measures for the protection and enhancement of natural and historic environment. It will contribute to the creation of a safe and sustainable community with good access to jobs and key services. This will be supported by a successful community planning process.

We look forward to working in partnership to create an environmentally responsible, vibrant and welcoming Borough and continuing to make our Borough an attractive and great place to live, work, visit and invest.

OBJECTIVES:

Together we will:

- ✓ Be a place where people take pride in their surroundings
- ✓ Have vibrant and welcoming towns, villages, neighbourhoods and rural areas
- ✓ Conserve our built heritage both now and for the future
- ✓ Operate a proactive and efficient planning service that promotes positive sustainable development and growth

To achieve these objectives we will:

- Invest in our towns and villages by improving vacant properties and creating vibrant award winning spaces through the use of planting programmes, public art projects, improved lighting and other environmental improvements.
- Take forward the 'Botanical Borough' concept by prioritising, creating and improving our parks and open spaces enhancing the wellbeing and quality of life for our residents, attracting visitors and building on a strong sense of pride in the Borough.
- Lobby the Department for Communities for the transfer of regeneration powers and resources to further invest in our Town Centres in the future.
- Enhance and utilise existing parks and public spaces for events and cultural activities including investment in our catering and visitor facilities, creating vibrant places for our residents and visitors to enjoy.
- Explore opportunities for investment in new and improved play infrastructure where unmet demand is apparent or where improvements are required.
- Continue to improve our street cleansing service by facilitating community clean ups and litter picking by residents and raising awareness through anti-littering and dog fouling awareness campaigns and the introduction of more bins in busy areas of the Borough to reduce littering.
- Improve safety on Council property by investing in CCTV infrastructure and other measures to address antisocial behaviour including positive opportunities and programmes for young people.
- Work collaboratively with the Department for Infrastructure to promote and develop active travel initiatives which will encourage our residents to walk and cycle for recreation or to commute to work or school.
- Continue to look for opportunities to develop and support community allotments within the Borough.
- Deliver a programme of general improvements across our Cemeteries.
- Prioritise our capital investment programme and regeneration projects to contribute positively to our communities and economic prosperity.
- Lobby for the investment in the Borough's major infrastructure in transport, water and energy.
- Advance the development of strategic sites to enrich the attractiveness of the Borough, enhance the Borough's economic and tourism potential and improve the overall quality of life of our citizens.
- Continue to meet and exceed statutory planning targets and implement relevant planning policies and guidance to ensure the social, economic and environmental wellbeing of the Borough.
- Bring to a conclusion the Local Development Plan in accordance with the Council's published timetable.

| Prosperity

We aim to support our economic prosperity and attract investment.

We aim to engage with Central Government Departments, the private sector and other stakeholders to accelerate our economic prosperity and attract investment in key employment locations within the Borough and ensure that our infrastructure can attract sustainable investment and create new job opportunities. We will continue to build on our track record of attracting new investment and jobs to the Borough with a target of securing £1Bn investment and 3,600 jobs by 2025.

To achieve this, we will:

- Promote the Borough as an attractive proposition for international, national and regional investment.
- Provide high quality, professional planning and business advice services to potential investors and expedite planning and building control applications and work with businesses to prioritise statutory inspections.
- Provide financial incentives to businesses in our key growth sectors to invest or expand in the Borough.
- Invest in new office and workspace accommodation especially in vacant properties in our Town Centres.
- Provide a comprehensive portfolio of advice, support and funding which meets the needs of local businesses to expand and create new employment opportunities.
- Invest in marketing and promotional campaigns, essential equipment, technology and infrastructure to support the Retail and Hospitality sectors to attract more people to our Town Centres and Villages.
- Introduce a portfolio of support to assist businesses to address their skills requirements, working with the Department for Communities and Labour Market Partnership.
- Invest in new Business start-ups through the Enterprise Support Service.
- Invest in the development of the social enterprise sector.
- Support local suppliers where possible and assist our businesses to secure public sector contracts.
- Maximise the benefits of the £1 billion investment from the Belfast Region City Deal to the Borough and in particular invest in the £100m iconic Factory of the Future at Global Point.
- Introduce temporary entertainment attractions which will bring more visitors to the Borough.

- Work with partners to implement our Town Centre and Village Masterplans, increasing footfall and revitalising these important spaces.

- Improve connectivity for our communities through investment in key broadband infrastructure across the Borough.

- Move towards a Circular Economy by continuing to reduce waste, optimise our use of resources and change consumer behaviour.



| People

Striving to ensure we are an inclusive Borough, addressing the economic and social needs of our residents.

We strive to be an area where people choose to live, employers choose to locate and where residents enjoy a high quality of life. Through our leisure and community provision and other commitments we will continue to support initiatives to improve the health and wellbeing of our citizens. We are committed to working in partnership with all key stakeholders to ensure our people thrive and reach their fullest potential.

Our communities are experiencing a Cost of Living Crisis. We recognise this and are finding opportunities to support our residents where we can. We will work with our partners to promote and support residents within our Borough and ensure that all of those who live here feel supported and safe, particularly those who are most vulnerable.

Our aim is to create sustainable, safe, resilient and empowered communities and be a place where our people work together to encourage a culture of equity, diversity and respect. We will support and enrich the knowledge and skills of the community and voluntary sector to address disadvantage and promote opportunities.

Our customers remain our highest priority and we will continue to improve the way we interact with them. We are committed to offering responsive, accessible services, delivered in a consistent and high quality manner.

OBJECTIVES:

Together we will:

- ✓ Deliver high quality Council services and improve access for people, communities and businesses in the Borough
- ✓ The facilities and support we provide will lead to a more active, healthy and sustainable community
- ✓ Work in partnership to plan and deliver better services, address disadvantage, and improve the quality of life for everyone
- ✓ Encourage a culture of equity, diversity and respect, to ensure our community is inclusive and supportive
- ✓ Promote the customer voice by engaging with citizens, to achieve excellence in customer and service quality standards

To achieve this, we will:

- Continue to invest in high quality accessible facilities, providing an affordable variety of Leisure, Arts, Culture, Craft and Community services for all ages and abilities.
- Continue to grow our leisure membership levels to improve the physical and emotional wellbeing of our residents.
- Continue to invest and provide accessible, attractive parks and open spaces and Play Parks to improve the quality of life of our residents.
- Ensure that our Bereavement Services will guarantee a dignified farewell at the end of life in either the Council's cemeteries or crematorium.
- Continue to invest in advice services which offer support to those in most need in our Borough.
- Continue to provide financial support packages for community and voluntary organisations and provide sustainable solutions to help address poverty and many of the social, economic and environmental challenges ahead.
- Work with our communities and partners to create safe, inclusive and shared places for our residents.
- Continue to promote better nutrition and home growing of fruit and vegetables through programmes, providing allotments and supporting allotment holders.
- Develop, support and celebrate our volunteers.
- Work in partnership with educational establishments and other key stakeholders to promote and encourage digital skills development for our community.
- Develop programmes to inspire and empower our young people to engage in community life and prepare them for future employment opportunities.
- Put in place training and support to help our residents to upskill and reskill to access employment opportunities.
- Ensure that Community Centres contribute to community life and that they are managed in an economical way that maximises community involvement and supports local residents, providing a warm and welcoming place.
- Continue to address fuel poverty through the promotion of energy efficiency measures, affordable warmth assessments, promotion of fuel budgeting and oil stamp schemes for our residents.
- Continuously review and adopt innovative and best practice approaches to meaningfully engage and communicate with our residents and citizens.
- Continue to improve our digital services offering, aiming to enhance the customer journey while being mindful of the need to continue to offer face-to-face services.

| Governance Framework and Performance Reporting

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

REPORTING ARRANGEMENTS

Formal reporting arrangements are in place to ensure the effective delivery of the Corporate Performance and Improvement Plan 2024/25. Progress is monitored and reported on a quarterly basis to the Corporate Leadership Team and the relevant Committees and Working Groups.

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

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

Directorate Business Plans containing self-imposed key performance indicators which align budgets and risks, will be reported to relevant Committees.

The Northern Ireland Audit Office also reviews the processes and arrangements as part of the annual Performance Improvement Audit, which will assess compliance with legislative obligations within the Local Government Act (Northern

Ireland) 2014, which also requires the Local Government Auditor to publicly publish their assessment annually.

Individual roles and responsibilities are as follows:

COUNCIL & COMMITTEES

The Council provides overall approval for the Corporate Performance and Improvement Plan. Reports are forwarded to relevant Committees and Working Groups, on a quarterly basis for monitoring the progress, appropriate scrutiny, challenge and evaluation. Both Council and Committees play a crucial role in promoting innovation by challenging the status quo and encouraging different ways of thinking and options for delivery.

AUDIT & RISK COMMITTEE

The Audit and Risk Committee is responsible for reviewing the adequacy and suitability of the arrangements in place to secure continuous improvement of Council functions, providing assurance that such arrangements are operating effectively. It also considers the quarterly progress updates on the achievement of the Corporate Improvement Objectives, using a range of qualitative and quantitative measures, and where possible comparing to appropriate benchmarks.

COMMUNITY PLANNING

The Council has established a Community Planning Partnership and 'Support' Partners

have also been appointed to reflect the priorities of the Corporate Performance and Improvement Plan 2024/25. The Community Planning Partnership is complemented by three Outcome Delivery Groups:

- People
- Place
- Prosperity

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

To support the delivery of the Corporate Performance and Improvement Plan 2024/25, Elected Members and officers have roles within seven District Elected Member Engagement Groups. Meetings are held three times annually.

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

CORPORATE LEADERSHIP TEAM

The Corporate Leadership Team (CLT) oversee delivery of the Corporate Performance and Improvement Plan 2024/25, whilst quality assuring any proposals and resolving corporate issues as they arise. CLT report progress to Council/Committee and seek policy direction as required. Directors and or Heads of Service act as DEA Leads and have strategic influence throughout the organisation to ensure that the officers involved in the delivery of the improvement objectives obtain the necessary resources – HR, Finance & IT etc. to ensure ultimate success.

The Corporate Leadership Team are responsible for the delivery and reporting of the self-imposed indicators found in Directorate Business Plans. These will be reported to the relevant Committees or Working Groups.

PERFORMANCE IMPROVEMENT TEAM

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

BENCHMARKING

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

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

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

| Consultation

Significant consultation and engagement has been undertaken throughout the community planning process to identify and understand community needs and priorities and to align these to community planning outcomes.

Throughout 2023/24 to date, 29 consultations have been carried out with 2,161 respondents.

This work has helped to inform the identification of Corporate Performance Indicators and Performance Improvement Targets for 2024/25, along with their associated implementation plans. Alongside this, the Council provides a facility through its website for the submission of comments in relation to potential improvements.

The draft Corporate Performance and Improvement Plan 2024/25 has been reviewed and agreed by Elected Members who, through their local representative role, can test the relevance of the improvement objectives against local needs.

In order to provide your feedback on our plans, or to make additional suggestions, you can do so by completing the public consultation in the following ways:

- Copies of the Corporate Performance and Improvement Plan 2024/25 (Draft for Consultation) and the consultation document are available at the reception of both Mossley Mill and Antrim Civic Centre

- Online at antrimandnewtownabbey.gov.uk/consultations

- By emailing performance@antrimandnewtownabbey.gov.uk to request copies of both documents

The consultation is open for 12 weeks from 5 February to 29 April 2024.

If you would like a response to any comment / issue you raise during the consultation please provide your contact details and indicate that you wish to be contacted by opting in to do so when selecting the communication options.

If you have requested a reply, your response will be acknowledged and you will be contacted within four weeks.

A summary of the comments will be reported to the Policy & Governance Committee and Council, with the final version of the Corporate Performance and Improvement Plan 2024/25 brought to Council for approval in June 2024.







| FEEDBACK

YOUR OPINION MATTERS

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

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

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

T. 0300 123 4568

E. performance@antrimandnewtownabbey.gov.uk

ALTERNATIVE FORMATS

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

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

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

Accessibility and Inclusion Officer
Antrim and Newtownabbey Borough Council
Antrim Civic Centre,
50 Stiles Way,
Antrim
BT41 2UB

T. 0300 123 4568

E. ellen.boyd@antrimandnewtownabbey.gov.uk

| Appendix 1 – Corporate Performance Improvement Objectives 2024/25

This year's Improvement Objectives continue to focus on supporting our residents through the Cost of Living Crisis, listening to our customers, engaging our staff, supporting our local businesses, and creating a more sustainable Borough.

We have one additional 2024/25 improvement objective. This objective seeks to encourage positive health and wellbeing for our residents. Please see an outline of each improvement objective below:

IMPROVEMENT OBJECTIVE 1

We will support our residents through the Cost of Living Crisis

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

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

Associated Community Plan Framework Outcome:

"Our citizens enjoy good health and wellbeing."

Associated Corporate Plan 2019-2030 Objective:

"Communities and agencies work together to plan and deliver better services, address disadvantage and improve the quality of life for everyone."

Associated Corporate Plan 2019-30 Theme:

Our People

Why has this been retained as an improvement objective for 2024/25?

Our people continue to face rising goods and energy prices, inflation and other cost of living pressures. We understand the stresses and pressures these factors are putting on households, and are committed to providing support. Through good community planning, we are working with an incredible network of community groups, charities and other local organisations to help our residents.

We will:

- In partnership, support and signpost our residents to food and fuel poverty interventions

(E.g. Social Supermarket, Oil Stamp Savings Scheme, Food Banks, Grow It and Eat It)

- Make use of our Community Centres and support the Community and Voluntary sector, to provide social spaces to provide warmth and peer support for residents
- Implementation of Health and Wellbeing initiatives
- Improve the Community Grant process to make funding more easily accessible
- Keep ticket prices for performances and events at affordable rates
- Work in partnership with Community Advice Services to ensure wraparound support for residents

We will have succeeded in 2024/25 if:

- We have supported 30K clients through Community Advice Antrim and Newtownabbey
- £6M benefits are taken up as a result of advice provided by Community Advice Antrim and Newtownabbey
- £600K grant funding is supported through Community Planning Grant Aid
- 8,200 hours are booked in Community Centres (Used as Keep Warm and Welcome hubs)
- We have supported 14 (2 per DEA) warm community spaces for residents to socialise
- We maintain and ideally increase ticket sales for performances and events



IMPROVEMENT OBJECTIVE 2

We will protect and improve the environment, supporting Antrim and Newtownabbey to become a sustainable and climate-resilient Borough.

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

Strategic Effectiveness; Sustainability; Efficiency and Innovation

Associated Community Plan Framework Outcome:

“Our citizens live in connected, safe, clean and vibrant places.”

Associated Corporate Plan 2019-2030 Objective:

“Our environment, natural habitats and build heritage are protected and enhanced.”

Associated Corporate Plan 2019-30 Theme:

Our People, Our Place, Our Prosperity

Why has this been retained as an improvement objective for 2024/25?

We recognise that our activities and services can have positive and negative impacts upon the environment, and that we need to manage them to improve our performance and manage risks. We are committed to protecting the environment by minimising any adverse environmental impact, while creating opportunities for enhancing positive environmental effects to improve the quality of life for people. We aim to inspire others by continuously improving the environmental performance of our operations, and continue to promote to reduce, reuse and recycle.

We will:

- Undertake a full review of energy usage across operations
- Protect and enhance the quality and extent of green spaces, waterways and trees
- Reduce waste and minimise water and energy demand across Council, buildings and services
- Encourage the use of renewable and low carbon energy
- Increase the proportion of electric vehicles
- Offer climate change training to all Elected Members and staff
- Promote Reduce, Reuse, and Recycle initiatives

We will have succeeded in 2024/25 if:

- We reduce the total annual energy consumption in Council by 2%
- Limit the increase in total annual water consumption by >5%
- 5% reduction in the amount of carbon emissions from Council operational fleet
- We complete stages 3 & 4 of the NI Climate Adaptation and Mitigation Plans
- We will compile a report highlighting Council's Carbon Footprint
- 60% of waste is sent for recycling
- 14.5K items re-used as part of community School uniform and Christmas Toy re-use schemes
- 10% of staff trained in climate change



IMPROVEMENT OBJECTIVE 3

We will achieve high levels of customer satisfaction.

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

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

Associated Community Plan Framework Outcome:

“Our citizens live in safe, connected, safe and vibrant places.”

Associated Corporate Plan 2019-2030 Objective:

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

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

Associated Corporate Plan 2019-30 Theme:

Our People

Why has this been retained as an improvement objective for 2024/25?

The Council continues to put our customers at the heart of our service delivery, which is why we have kept high Customer Satisfaction as an Improvement Objective. We continue to promote and improve live chat functionality and customer hubs, in addition to expanding the number of services available through our digital platform.

The Council ensures we are an inclusive Borough, by continuing to address the economic and social needs of our citizens, and will listen to feedback from our residents, visitors and local businesses through traditional and digital channels. Alongside a programme of engagement and consultation, we report back regularly on these interactions and advise of actions resulting from feedback.

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

We will:

- Continue to communicate with our citizens through Borough Life, Website, Residents’ App, and Live Chat

- We will regularly seek and act on feedback from residents, visitors and local businesses through a programme of consultations and engagement

- We will develop and implement a Customer Services Strategy, accompanied by innovative and effective training

- We will reduce the number of abandoned calls

- We will promote and improve our live chat functionality

We will have succeeded in 2024/25 if:

- We achieve at least 80% satisfaction with overall Council services

- The percentage of abandoned calls will be 6.5% (or less).

- We have achieved at least 650K online transactions.

- There are at least 9,000 downloads of the Resident's App



IMPROVEMENT OBJECTIVE 4

We will maintain staff attendance levels across the Council

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

Strategic Effectiveness; Service Quality; Service Availability and Efficiency

Associated Community Plan Framework Outcome:

“Our citizens enjoy good health and wellbeing.”

Associated Corporate Plan 2019-2030 Objective:

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

Associated Corporate Plan 2019-30 Theme:

Our People

Why has this been retained as an improvement objective for 2024/25?

The Council recognises that investing in employee wellbeing can lead to better employee engagement, reduced sickness absence and higher performance and productivity. This is why we are keeping staff attendance as an improvement objective. We will continue to deliver a comprehensive wellbeing programme, to promote a healthy, happy, engaged and productive workforce.

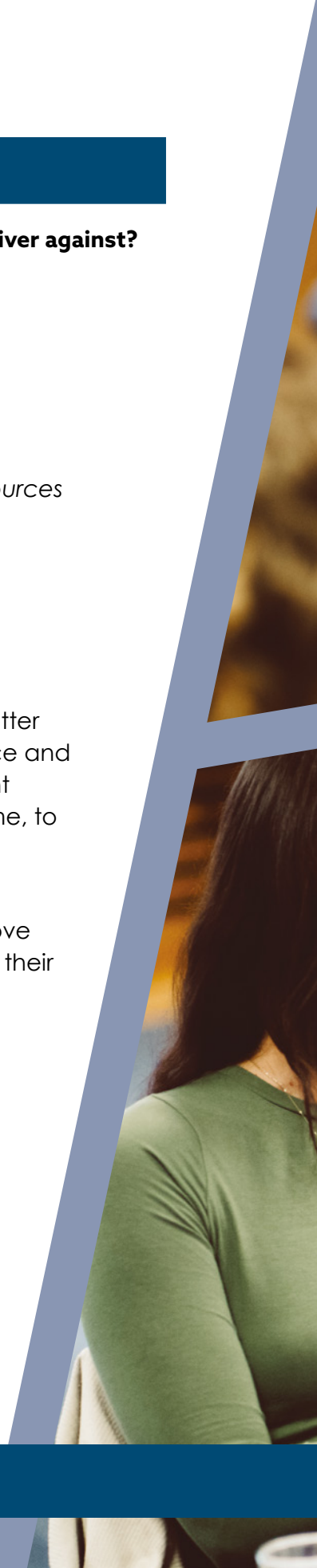
We will work collaboratively to manage absence closely, review relevant procedures, support a positive culture of employee engagement and improve service delivery. We will continue to encourage staff to proactively focus on their own health and recognise staff with full attendance.

We will:

- Enhance our employee engagement and health and wellbeing offering through implementation of a new employee engagement framework
- Continue to monitor, report and review performance and proactively respond to emerging needs

We will have succeeded in 2024/25 if:

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





IMPROVEMENT OBJECTIVE 5

We will increase the speed in which we pay suppliers

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

Strategic Effectiveness; Service Quality and Efficiency

Associated Community Plan Framework Outcome:

"Our citizens benefit from economic prosperity."

Associated Corporate Plan 2019-2030 Objective:

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

Associated Corporate Plan 2019-30 Theme:

Our Prosperity

Why has this been retained as an improvement objective for 2024/25?

As a key procurer of goods and services in the Borough, the Council is aware of the importance of cash flow to businesses, particularly small businesses, and will continue to review its processes to ensure that suppliers receive payments quickly.

Improving our systems and processes to ensure the Council is consistently meeting its quarterly target is important to the Council and businesses in the Borough.

We will:

- Continue to review and improve our internal processes, whilst delivering regular training to staff

We will have succeeded in 2024/25 if:

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



IMPROVEMENT OBJECTIVE 6

We will encourage a healthy community by increasing the number of visitors across service areas to include pitch bookings, visitor attractions, theatres, community centres and parks.

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

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

Associated Community Plan Framework Outcome.

“Our citizens enjoy good health and wellbeing.”

Associated Corporate Plan 2019-2030 Objective.

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

Associated Corporate Plan 2019-30 Theme:

Our People

Why has this been introduced as an improvement objective for 2024/25?

Engaging in routine physical activity, embracing outdoor experiences and participating in arts and cultural events contribute significantly to enhanced wellbeing and reduced occurrences of mental health issues. Our commitment revolves around offering avenues for individuals to enhance their health and overall wellness.

We will inspire people to make use of our community and leisure centres, participate in our arts and cultural programmes and explore our acclaimed parks and open spaces.

We will:

- Encourage participation in arts, culture and heritage events
- Promote our Community Centres as hubs for community groups and events
- Measure the number of visitors to our award winning parks and open spaces
- Ensure our attractions are accessible and inclusive
- Maintain the number of visits to our leisure centres

We will have succeeded in 2024/25 if:

- We attract 922,000 visitors to our arts, culture and heritage sites
- We attract visits to our parks and open spaces
- We increase the number of bookings to our community centres to 8,200 hours and encourage pitch bookings
- We maintain the number of visits to our leisure centres at 2.6 Million





| Appendix 2 – Statutory Performance Measures

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

WASTE AND RECYCLING

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

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

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

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

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

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

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

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

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

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

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

Performance against Waste and Recycling targets, and the standards to be achieved for 2024/25 are:

MEASURE OF SUCCESS	2022/23	2023/24 Target	2023/24 YTD	Statutory target for 2024/25
The percentage of household waste collected that is sent for recycling (including waste prepared for reuse)	60.03%	50%	63.4%	50%
The amount (tonnage) of biodegradable municipal waste that is landfilled (statutory target)	N/A	16,788	N/A	N/A
The amount (tonnage) collected municipal waste arising	100,076	107,500	N/A	N/A*

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

ECONOMIC DEVELOPMENT

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

Business start-up activity means the delivery of completed client led business plans under the Department for the Economy and additional supports available through the Enterprise Support Service, now branded as Go Succeed Northern Ireland.

The Council's Economic Development Service is responsible for managing the Go Succeed service for the Borough alongside other economic development and regeneration programmes and initiatives. Go Succeed, only one part of the Council's economic development service, launched in November 2023 and is funded by the UK Government and powered by the government's Levelling Up Fund. The Service replaces previous regional Start-Up and European-funded programmes and represents a multi-million pound investment in local entrepreneurs and businesses across all 11 Councils.

The Department for the Economy (DfE) and Department for Communities (DfC) seek to amend the standards set out in the Local Government (Performance Indicators and Standards) Order (NI) 2015 to align with the programme targets in operation for Go Succeed for 2023 to 2025. The DfC and Northern Ireland Audit Office (NIAO) have agreed that the Council should reference both its statutory target (80) and its Go Succeed target (87) within this Plan.

Whilst the statutory target is 80, Council is seeking to achieve 87 based on the Go Succeed Engage & Foundation target set out in the 24/25 Annual Service Plan.

Performance against the Economic Development target, and the standard to be achieved for 2024/25 are:

MEASURE OF SUCCESS	2022/23	2023/24 Target	2023/24 YTD	Statutory target for 2024/25	Go Succeed target for 2024/25
Number of jobs promoted through start-up activity and Go Succeed	106	88	53	80	87

PLANNING

P1: The average processing time of major planning applications

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

P2: The average processing time of local planning applications

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

P3: The percentage of enforcement cases processed within 39 weeks

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

The Council's Planning Service is responsible for:

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

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

Quarterly reports are produced by the Department for Infrastructure (DfI) based on information available through the Planning Portal, i.e. a regional website where you can

track all planning applications. Every application received, across all 11 Councils and by the DfI (i.e. regionally significant applications), is entered onto the Planning Portal.

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

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

Performance against Planning targets, and the standards to be achieved for 2024/25 are:

MEASURE OF SUCCESS	2022/23	2023/24 Target	2023/24 YTD	Statutory target for 2024/25
MAJOR - % processing times for major planning applications processed within the 30 week target	31.3%	50%	76.9%	50%
MAJOR - Average processing times in weeks for major planning applications processed within the 30 week target	51.2 weeks	30 weeks	52.3 weeks	30 weeks
LOCAL - % processing times for local planning applications within the 15 week target	59.6%	50%	58.3%	50%
LOCAL - Average processing times in weeks for local planning applications within the 15 week target	13.4 weeks	15 weeks	13.7 weeks	15 weeks
ENFORCEMENT - % processing times for enforcement planning cases within the 39 week target	87.4%	70%	N/A	70%
ENFORCEMENT - Average processing times in weeks for enforcement planning cases within the 39 week target	14 weeks	39 weeks	N/A	39 weeks





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