



➤ Our Community Your Future

Corporate Plan 2006-2010

A Vision for the Borough of Antrim




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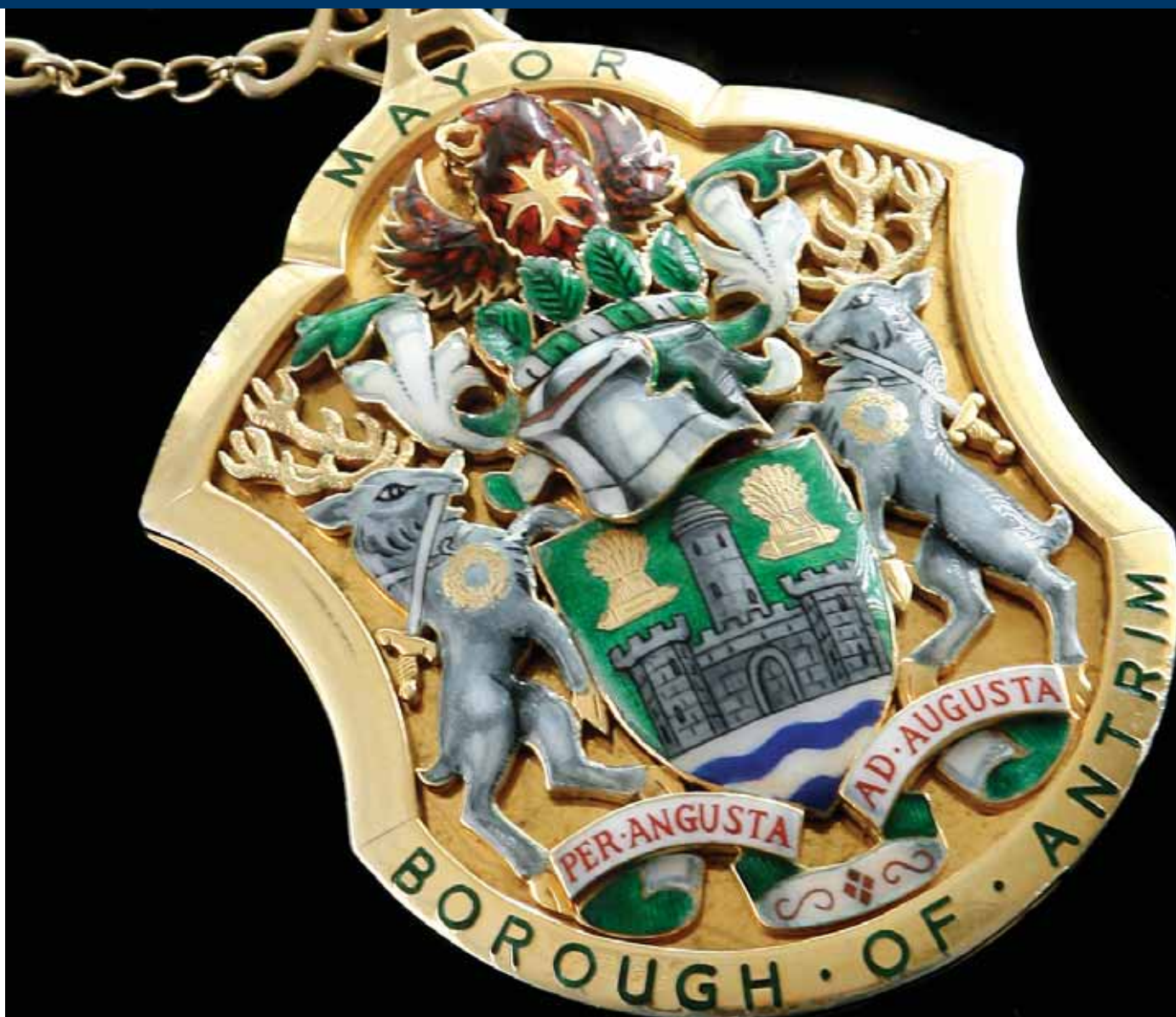
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➤ Elected Members recognise that greater benefits can be achieved when the Council works in partnership with others...



Your Future



FOREWORD by Alderman Sam Dunlop, Mayor 2006- 2007 & Councillor Drew Ritchie (Mayor 2005 – 2006)

As Mayors of the Borough of Antrim, during the development and implementation phases of this Corporate Plan 2006 – 2010, it gives us great pleasure to present Antrim Borough Council's vision for the future development of the Borough. In 2009, local government will be subject to significant reorganisation, with larger council areas and responsibility for a greater range of services. This will be the last Corporate Plan for Antrim Borough Council, as it currently exists and accordingly, may be considered to assume greater importance. With new Councils being established in the future, the priorities for local government may well change, so there is a pressing need to address our current priorities within Antrim Borough, at least until such time as the new Council decides its objectives.

Elected Members recognise that greater benefits can be achieved when we work in partnership with others and the Council has been at the forefront of developing partnerships with other public service agencies. This cooperative approach is becoming common across the public sector and leads to a new way of working called Community Planning. This requires all the agencies that deliver services to the public to cooperate much more effectively and it places the Council at the centre of the process of Community Planning.


Our Corporate Plan has been prepared with Community Planning in mind and provides the opportunity for the Council to take a leading role in representing the needs of our community. This will mean that we will increasingly get involved with other public service issues on behalf of

our people, even though many of these services will be beyond our direct control. The object of our involvement will be to ensure that the community of Antrim is properly and fairly served in respect of public services. At the same time, Elected Members need the support and commitment of the community and we would therefore take this opportunity to encourage everyone to work with the Council in identifying local needs and priorities, promoting community cohesion and developing trust and mutual understanding among all sections of our community.

As Elected Representatives, we take seriously the responsibility vested in us, not least delivering services efficiently and effectively. The Council clearly understands that the money it spends comes from its community by way of Rates and that we should constantly work to improve the way we deliver services. All our work is aimed at improving the quality of life for our community whether this is protecting the environment, dealing with waste, encouraging entrepreneurship, working with local businesses, seeking inward investment or through providing facilities to improve physical well-being.

The Elected Members of Antrim Borough Council are committed to ensuring that our Borough grows as a community and is prepared for the challenges and opportunities ahead.

Alderman Sam Dunlop (Mayor 2006)
Councillor Drew Ritchie (Mayor 2005-06)



➤ Our aim therefore is to position the Council more firmly at the centre of its community...



Our Community



This Corporate Plan aims to set out how the Council will work on behalf of the people of the Borough to improve the quality of life for everyone who lives in or has a stake in the future prosperity and well-being of the Borough.

Our community is facing a period of significant change that presents many challenges for the Council. Our customers' expectations about the range and quality of services are quite rightly continuing to rise; there is an increasingly diverse population, and an older more active population who have different needs now and in the years ahead. Our aim therefore is to position the Council more firmly at the centre of its community, to improve the way services are delivered and to plan and prepare for the future.

This means we will have to work differently in the future, particularly in cooperating more effectively with other service providers to achieve a better quality of life for local people. This greater focus on people whether they are citizens, constituents, consumers or others, will help to inform the Council in developing its priorities and delivering excellent services. As part of the process, the Council will look for ways to work along with and encourage local participation and leadership that contributes to improving the health and well-being of the community.

This Corporate Plan has been developed within the scope of broader public policy concerning the environment, health, education, housing, economic growth, sustainable development and a shared future. This will, therefore put the Council in a position to influence the development and provision of services on behalf of the people of the Borough.

The way we work will evolve to ensure the Council remains an effective representative and advocate for the people of the Borough ensuring they benefit from the best public services available. Our purpose, in cooperation with others, is to aim to cultivate healthy, vibrant, confident individuals and communities living and working in harmony in a highly desirable environment; help us make it work.

David McCammick
Chief Executive

Gateway

The Borough of Antrim has many important regional characteristics that set it apart in the Northern Ireland context. Its geographical location and the siting of the International Airport within its boundaries, allied with a superbly developed transport infrastructure, make it a key gateway with easy access to the rest of the Province.

Historically a rural area, Antrim Borough has developed over the years with a population of just over 48,000 recorded in the 2001 census. A projected population increase of 10-12% by 2015 highlights the need for careful planning of public service delivery.

Whilst the Borough is steeped in history and folklore, it also has a strong industrial base with many world-class companies located within its boundaries. Due to the advantages of its location, these businesses have access to skilled labour from both inside and outside the Borough, resulting in one of the lowest unemployment levels in Northern Ireland.

The face of retailing is changing rapidly in Antrim, particularly following the opening in 2004 of Junction 1 International Outlet Centre, offering over fifty outlet stores together with catering facilities. With further expansion of the site underway, the

rising level of private sector confidence in the Borough's economic potential is obvious, providing an excellent platform for future development. The Masterplan for Antrim town centre, completed in May 2005, provides a basis for the future regeneration of Antrim town.

The Borough benefits from an excellent health and education infrastructure. Antrim Area Hospital is recognised as one of the 'Golden 6' hospitals in Northern Ireland and the CAFRE campus at Greenmount and the North East Institute of Further & Higher Education are fed by excellent primary and post primary schools.

The Borough is characterised by a diverse cultural mix, which has the potential to create many positive benefits for a thriving society. The Council, together with other statutory agencies and funders, has supported the work of a wide range of voluntary community groups, which have invested a great deal of effort in promoting events and projects in local communities. For the benefit of the Borough's future development and as a means for improving the quality of life of all the citizens, this work to strengthen our local communities will continue.



Commitment



The Corporate Plan is a public statement of the Council's commitment to improve the quality of life for residents and ratepayers. This will be achieved through delivery of our own services and provision of facilities, through civic leadership and a community planning approach whereby all relevant agencies cooperate to address issues. We have tried to set the Plan out in a way that is readily understood by everyone receiving or delivering services. Hence, our Corporate Plan comprises the following:

Vision (p9)

Our Vision represents an image of the future for our Borough and will guide us in all that we do.

Corporate Themes (p9)

To realise our Vision, we have established four corporate themes. These encapsulate the needs of the Borough and its people, giving purpose and structure to our actions and those of our partners. The four themes are Environment, Community, Economy and Excellence.

Core Values (p10)

These state the values and behaviours that we will apply to all that we do.

Outcomes (p11)

These are the areas that we believe will make a difference and contribute to achieving the Vision for the Borough.

Challenge

Preparing this Corporate Plan gave us the opportunity to consider the long-term future for the Borough. We believe it is essential to have a clear vision of the type of future we wish to achieve and to target our energies in this direction; otherwise the influence we have on our future will be minimised.

We recognise that many factors impact on life in our Borough, for example, although relative wealth is increasing, along with people's expectations as consumers, the politics of international energy policy result in fluctuations in fuel prices and increases the cost of goods and services. Meanwhile, the expansion of the European community has attracted many people from different ethnic and cultural backgrounds to our Borough.

A crucial influence in our planning is the fact that the age profile of the population of the Borough is showing a marked reduction in our younger people and a consequent shift to an older population. This will have a significant effect on the provision of a wide range of public services, especially an increased requirement for health and housing provision for the elderly and a reduction in education provision at primary and secondary level.

We also recognise the aspirations of the former Northern Ireland Executive, agreed by all the main political parties and publicised in the Programme for Government 2006-2008 and have taken this into account in setting our Vision for the Borough.



Our Vision for the Borough



...An attractive, outward looking place, where people enjoy an enriched quality of life and increasingly want to live, work, visit and invest.

In pursuing this vision, we have identified four key themes within which we work and against which our performance can be measured. Our primary purpose is to serve the people (Community), within the boundaries of our Borough (Environment) and promote and develop our physical, financial and people resources (Economy). A fourth driver is to ensure that our services and those of other public bodies are delivered in an effective, value for money manner (Excellence) for the optimum benefit of all.

These themes will provide direction and structure to the activities of our organisation.

Corporate Themes

- A **COMMUNITY** where people are involved and have influence over the things that matter to them, with a sense of place, inclusiveness and respect for others
- An **ENVIRONMENT** that is sustainable, safe and healthy for all
- An **ECONOMY** that is sustainable, vibrant, competitive and ensures prosperity for the Borough and its people
- **EXCELLENCE** - high-performance and professionalism in public services

These corporate themes translate into a range of projects, programmes or activities aligned with the services that we, and our various partners, deliver on behalf of our community.

Through its ongoing programme of capital investment the Council will continue to enhance the social, economic and environmental infrastructure of the Borough, thereby enriching the quality of life for all of its citizens.

Values

We have established a range of core values, which will govern our culture and behaviour.

Achievement Orientated

Work consistently to meet and where possible exceed all our stakeholders' expectations

Needs Led

Listen and respond appropriately and effectively to our stakeholders' needs and expectations

Transparency

Be open, inclusive and transparent in our internal and external workings

Respectful

Treat all people fairly and equitably, respect their privacy and dignity, be helpful and polite and pay particular attention to those with special needs

Involvement

Consult with and involve all stakeholders to continuously improve the service we provide. In addition, we will work to maximise the contribution of all our staff through their development and involvement.

Modern

In line with our Vision of being a modern, outward looking organisation, we will work to ensure all our practices reflect the latest evidence-based, creative and innovative thinking and practices in all areas of Council activity and service provision.



Impact



Finally, we will endeavour to deliver on the stated Outcomes (Appendix A) through the development of appropriate strategies and action plans. This will entail not only direct delivery of high quality Council services but also the creation of partnerships and the exercise of influence on all public organisations, which provide services that impact on the quality of life of our community.

We have detailed the desired Outcomes and these, together with appropriate measurement criteria, will enable our progress to be monitored. These Outcomes are not exclusive to Council services but incorporate the other public bodies with responsibility for the delivery of public services to our community. Hence, Council will operate in a spirit of collaboration and partnership with other public bodies and adopt a scrutiny role in the achievement of the desired Outcomes.

Appendix A to this Corporate Plan sets out these Outcomes and associated high level performance indicators. These will be further supplemented by a wide range of service specific performance measures that will form the basis of our regular report to the community.

All of this cannot be fulfilled without the active support of the community of the Borough and we believe there are three primary contributions that the community can make:

- **Community Leadership**
- **Community Involvement**
- **Personal Contribution**

Community Leadership

We believe our primary future role is effective community leadership. We will strive to place ourselves at the heart of our community to give everyone the opportunity to contribute to the shape and future of their locality.

Community well-being, however, is not and will not be our exclusive responsibility. A partnership approach will be adopted to fulfil our civic leadership and scrutinising role of public services delivered by other bodies. This will ensure a focus on strategic local community issues. We will adopt a central role in the development of a commonality of purpose as our community seeks to achieve its social, environmental, economic and citizenship goals.

To gain the greatest positive impact on the lives of the residents and ratepayers of our Borough, we recognise the need not only to contribute to the delivery of Central Government objectives, set out in the Priorities and Budget document, but also the need to play a part on behalf of the community in developing government policies and priorities.

Engagement

Community Involvement

As an integral part of the corporate and community planning process, we will strive to involve the community in all aspects of our work. Essential elements will include:

- Increased community engagement in shaping the future of their locality
- Community consultation designed to identify and prioritise local needs
- Promotion of community cohesion
- Development of policies and priorities for the economic, environmental and social infrastructure of our community
- Working with other bodies and undertaking a scrutinising role of their contributions to the well-being of the local community
- Representation and promotion of our community's interests



Personal Contribution

The Council and its partners cannot deliver an enriched quality of life without the help of the community.

We would encourage all our citizens to consider what they can do to contribute to the achievement of the outcomes contained in this plan. The following represent a few simple suggestions:

Health and Well-Being

- healthier diet
- moderate daily exercise

Environment

- energy efficiency in the home
reduce, re-use, recycle

Economy

- support local businesses and retail
- learn a new work skill

Democracy

- vote in local elections
- engage with Council through participation in community groups, partnerships, consultation panels etc.



Service

Antrim Borough Council is responsible for the direct delivery of a wide range of public services to the local community - residents, visitors, businesses and partners. Examples of such services include:

Environmental

- Street cleaning
- Recycling, refuse collection and treatment
- Waste management

Recreation

- Parks and open spaces
- Countryside recreation
- Leisure and sports facilities
- Arts and cultural facilities

Development

- Local economic development
- Tourism development and marketing
- Rural development

Community

- Community development
- Good relations programme
- Community safety and district policing

Regulatory

- Building control
- Environmental health
- Sundry licensing
- Dog control
- Registration of births, deaths and marriages

In 2009, within the lifetime of this Corporate Plan, the range of our direct service provision is expected to expand as a result of the Review of Public Administration. We will be preparing for transfer and delivery of the additional services, to ensure our citizens benefit from the enhanced role of local authorities.



Delivery

The Council is committed to improving the quality of life and health and well-being of the residents and ratepayers through the direct delivery of services or in partnership with the public, private, voluntary and community sectors. The Council has established the views of residents and ratepayers, along with those of the Elected Members, on various services and in what areas Council should place greater emphasis. As a result of this process of consultation, the Council has agreed a set of initial priorities to be managed and these will be reviewed periodically. These priorities are in addition to the delivery of the current range of services and are as follows: -

- **Antrim Town Centre Masterplan**
- **Towns and villages regeneration**
- **Economic regeneration**
- **Lough Shore Regional Park regeneration**
- **The Old Court House**
- **Antrim Castle Gardens**
- **Promotion of active lifestyles**
- **Waste Management**
- **Community Development**
- **Community Safety**
- **Community Relations**
- **Clotworthy and the Arts**
- **Parks and Open Spaces**
- **Development of Good Relations, Diversity and mutual respect for all**



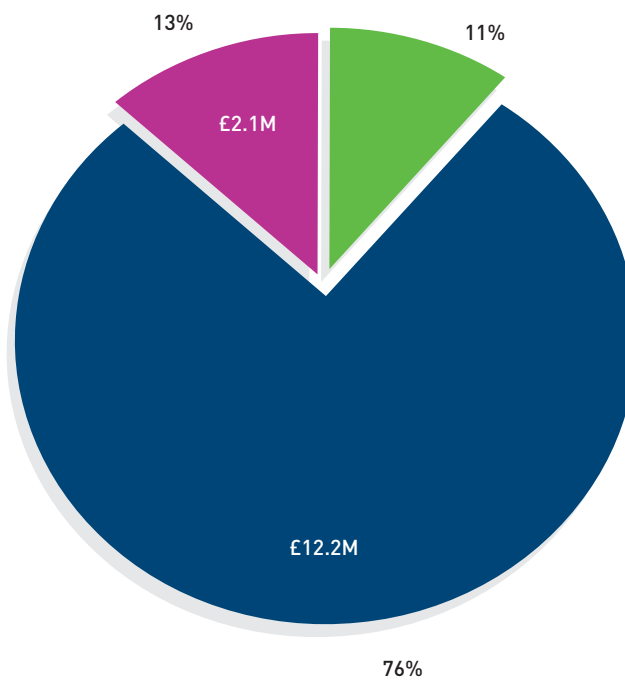


Resource

The Council has a legal and moral responsibility to use the resources given to it by the community in the most efficient and effective way that ensures the greatest benefit to the community. This section of the Corporate Plan sets out the sources of income received by the Council and how these are used to maximum effect.

Ratepayers in the Borough pay a rates bill that comprises 2 distinct elements of (a) the District Rate and (b) the Regional Rate. Currently, the District Rate, which is used to finance the services provided by the Council, is less than 1/2 of the total Rates bill paid by the Borough's householders and businesses.

We receive 76% of our income from the District Rate. A further 11% derives from specific and general government grants and 13% from fees and charges levied for various Council services.



■ 11% Government Grants ■ 13% Council Fees and Charges ■ 76% District Rate

This translates as follows:-

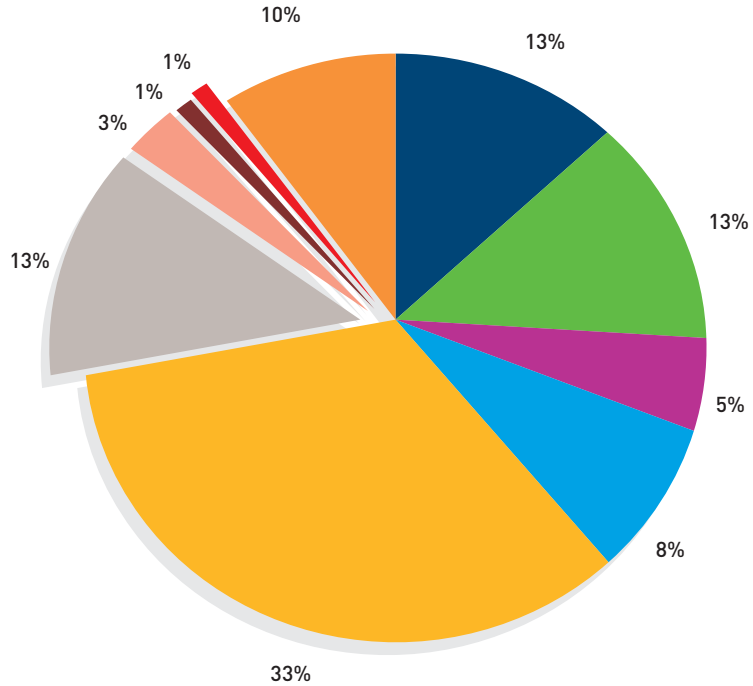
- We currently spend **£16m** providing services to the residents of the Borough. Of this total amount, the Ratepayers contribute **£12.2m** while Government contributes **£1.7m** and another **£2.1m** comes from fees and charges made from use of facilities such as Antrim Forum.

Figures relate to financial year 2005/6

Resource



This chart is indicative of how the money is spent.



	Net Expenditure	£
33%	REFUSE COLLECTION & DISPOSAL	3,963,963
13%	FORUM LEISURE COMPLEX	1,587,155
13%	SPORTS GROUNDS & PARKS	1,565,359
13%	OTHER ENVIRONMENTAL SERVICES	1,558,688
10%	CORPORATE MANAGEMENT	1,257,211
8%	TOURISM & CULTURAL FACILITIES	957,040
5%	COMMUNITY SERVICES	645,160
3%	ECONOMIC DEVELOPMENT	348,421
1%	COUNCILLORS' ALLOWANCES	171,000
1%	OTHER SERVICES	110,301

Total 12,164,298

Figures relate to financial year 2005/6

Support

We will strive to be an outward-looking local authority, aiming to deliver excellent services to our customers, which are relevant to their needs and aspirations. These will represent value for money and ultimately lead to an improvement in the quality of life and health and well-being of our residents and ratepayers.

We fully recognise the contribution our employees make in delivering this aim and know that the corporate strategy can only be implemented successfully with the support and commitment of our workforce. We are therefore committed to ensuring that our employees are highly motivated, innovative, well trained, flexible and responsive, so that they are best placed to provide excellent services.

In order to continue to improve services, we believe in a corporate approach to all our activities. To this end, we will provide all our employees with the appropriate skills, abilities and experience to serve the people of the Borough and we expect all our employees to work together, to support and learn from each other and to share a common sense of purpose.

We will ensure our staff appreciate the unique contribution each of them make to achieving our vision, values, objectives and outcomes through a well developed system of communication and performance review. In this way, our employees together will make a difference to the quality of life of residents, neighbourhoods and communities within our Borough.





➔ These are the Members of Antrim Borough Council, the people elected to represent the interests of the community of the Borough of Antrim. They are committed to working to achieve the Vision of making the Borough **an attractive, outward-looking place, where people enjoy an enriched quality of life and increasingly want to live, work, visit and invest.**



Antrim South East



THOMAS A BURNS
SDLP

E: thomas.burns@antrim.gov.uk



SAMUEL DUNLOP
DUP

E: sam.dunlop@antrim.gov.uk



DANNY KINAHAN
UUP

E: danny.kinahan@antrim.gov.uk



ALAN LAWTHER
Alliance

E: alan.lawther@antrim.gov.uk



ANNEMARIE LOGUE
Sinn Fein

E: annemarie.logue@antrim.gov.uk



MEL LUCAS
DUP

E: mel.lucas@antrim.gov.uk



MERVYN REA
UUP

E: mervyn.rea@antrim.gov.uk

Antrim Town



ADRIAN COCHRANE-WATSON
UUP

E: adrian.watson@antrim.gov.uk



DAVID FORD
Alliance

E: david.ford@antrim.gov.uk



BRIAN GRAHAM
DUP

E: brian.graham@antrim.gov.uk



ORAN KEENAN
Independent

E: oran.keenan@antrim.gov.uk



PAM LEWIS
DUP

E: pam.lewis@antrim.gov.uk



DREW RITCHIE
UUP

E: drew.ritchie@antrim.gov.uk



JOHN SMYTH
DUP

E: john.smyth@antrim.gov.uk

Antrim North West



ANTHONY BRADY
Sinn Fein

E: anthony.brady@antrim.gov.uk



TREVOR CLARKE
DUP

E: trevor.clarke@antrim.gov.uk



HENRY CUSHINAN
Sinn Fein

E: henry.cushinan@antrim.gov.uk



BOBBY LOUGHRAN
SDLP

E: bobby.loughran@antrim.gov.uk



STEPHEN NICHOLL
UUP

E: stephen.nicholl@antrim.gov.uk

These are the planned Outcomes and how we will measure our progress, using regional and national indicators.

Corporate Theme	Planned Outcomes	Measures
Environment	Increased Recycled Waste	Tonnes of waste produced and percentage recycled
	Reduced Water Consumption	Domestic Water Consumption
	Increased Water Efficiency	Water resource use per household
	Energy Efficiency	Area Consumption Percentage of Alternative Energy Sources used
	Improved Air Quality	Air Quality
	Improved River Quality	River Quality
	Greater Biodiversity	Bird Population Indices
	Pleasant natural environment and habitat	Land Use Local Environment Quality Land Recycling Dwelling Density
Community	A Safer Place to live, work visit and invest	Level of Home Accidents
		Level of Workplace Accidents
		Viral and Bacteriological Infection
		Reported Crime*
		Fear of Crime*
		Level of crime*
	Improved Physical and Mental Health	Physical Activity of Population
		Healthy Life Expectancy
		Mortality Rates
		Childhood Obesity
		Diet
Improved Town and Village Centres	Cardio Vascular Disease	
	Cancer	
	Days work lost due to stress	
	Smoking Cessation	
	Road Traffic Accidents	
	Street Cleanliness Index	

Corporate Theme	Planned Outcomes	Measures
	Improved Transport Infrastructure	Journeys to Work Walk/Bike/Car/Public transport
	Improved Social Housing	Housing Conditions Satisfaction in Local Area
	Increased Community Participation	Extent of Voluntary Involvement
	Community Service Provision	Accessibility
	Empowered Communities	Active Citizenship
	Less Deprivation	Fuel Poverty
Economy	Employment Levels Increased (esp 16-24 yrs)	Workless Households No of Jobseekers Allowance claimants
	Increasing Level of SMEs	Net Business start ups No of VAT registered businesses
	Increased Tourism	Bed Space take up
	Improved Local Economy	No of Retail Outlets Level of investment Average earnings
	Improved Educational Attainment	Percentage of 5 GCSEs or better Percentage going to 3rd level education Skills Deficit Level
Excellence	High Quality, Professional Public Services	Customer Satisfaction Number of Complaints
	Improved Access to Public Services	Customer Satisfaction
	Competitive Cost Public Services	Fiscal prudence Statutory compliance
	Respect, Dignity, Fairness and Equity for all	Customer and Staff Satisfaction *
	Improved Image	Customer and Staff Satisfaction *
	High standard of service delivery during transition to new model of local government resulting from RPA	Customer and Staff Satisfaction *

* Measures highlighted are common to more than one Outcome

Services Provided by Other Public Bodies

Education & Libraries	Education and Library Board	Tel: 2565 3333
Planning	Planning Service	Tel: 2565 3333
Public Housing	Northern Ireland Housing Executive	Tel: 9442 8142
Rates Collection	Rates Collection Agency	Tel: 2566 4700
River Pollution	Rivers Agency	Tel: 0800 807060
Roads	Roads Service	Tel: 9442 6500
Street Lighting	Roads Service	Tel: 7034 1393
Water	Water Service	Tel: 08457 440088







Have Your Say

Customer Feedback

Antrim Borough Council has introduced a new approach to customer care and places a high value on the opinions and comments of its residents and visitors.

We are continually striving to improve our services and therefore are keen to hear your views.

At each of the Council's facilities, you will find a customer feedback form on which you can record your comments about our services, whether they are good or need improving, and any suggestions you may have to assist us in meeting your expectations.

Please take the time to give us your views.

The contact details are as follows: -

Antrim Borough Council
Antrim Civic Centre
50 Stiles Way
Antrim BT41 2UB

T. 9446 3113

F. 9448 1324

E. info@antrim.gov.uk

**Employees of Antrim Borough Council featured in this publication:**

P9 – Lisa Bigger, Leisure Co-ordinator

P10 – Danielle McCormick, Environmental Education and Awareness Officer

P12 – Ruth Wilson, Biodiversity Officer

P13 – Derek Armstrong, Cleansing Personnel

P14 – Alan Liddle, Development Manager – Economic Initiatives

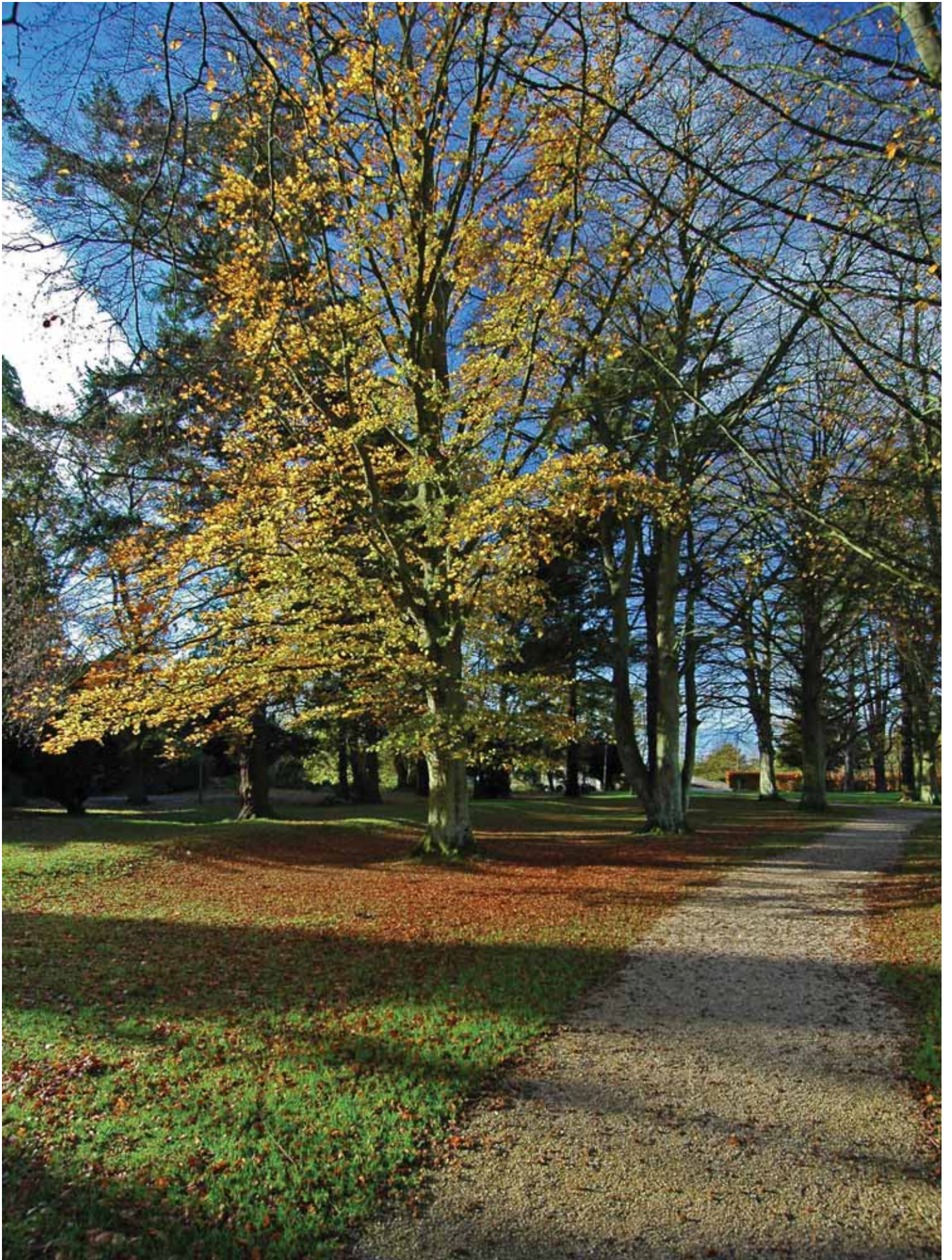
P18 – Desima Connolly, Community Arts Outreach Officer

P26 – Louise Canavan, Customer Service Advisor

P26 – Michelle McGookin, Clerical Officer



This Corporate Plan has been produced on Era Silk, an environmentally friendly paper. It is produced in the UK from 50% de-inked, recycled paper and 50% from certified forestry schemes - creating an ethical environmental footprint.





Antrim Civic Centre
50 Stiles Way
Antrim
BT41 2UB

Tel: 9446 3113
Fax: 9448 1324
www.antrim.gov.uk

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LANGUAGE BARRIER PLEASE CONTACT:**

PUBLIC RELATIONS, ANTRIM BOROUGH COUNCIL, Tel: 9446 3113

E.mail: public.relations@antrim.gov.uk