

Ballymoney Borough

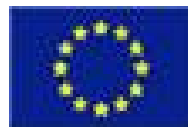
Integrated Local Strategy

2005—2008



Ballymoney Local Strategy Partnership

Implementing Body under the
EU Programme
for Peace and Reconciliation



BALLYMONEY
BOROUGH COUNCIL

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1.0 Introduction

- 1.1 This document is an update of the last strategy which ran from 2002-2005. It reflects the expected additional allocation of funding awarded to Ballymoney under the Peace II Extension. Attached as Appendix A is a summary report of achievements since the initial strategy was adopted.
- 1.2 Ballymoney Borough Local Strategy Partnership (BB-LSP) has been drawn together to promote local development in the best interests of the residents of the Borough and help coordinate public services. The overall mission of the Partnership is:

To create an environment in which all the people of Ballymoney Borough will enjoy a better quality of life.

- 1.3 The concept of an Integrated Local Strategy is about drawing together a framework for the social, economic and physical development of an entire Borough. Our existing plans tend to have a particular focus and they tend not to be coordinated and may in some cases be in conflict with each other. Plans consulted in production of this document are listed in Appendix A.
- 1.4 There are several key reasons why Ballymoney Borough must have a new, clear and agreed strategy:
- Resources are limited and choices have to be made which bring most benefit to people. Strategy is about making these choices so that the needs of different groups are recognised and prioritised
 - Many people and organisations will need to work together to make the changes and take on the programme of work we have proposed.
 - Money from outside sources is needed to make the plans work – the people who can provide this money expect to see a clear and realistic development strategy showing how the money will be used.
- 1.5 To make best use of new opportunities we need to show what the local issues are and what should be done about them. That will help us secure the funding necessary to tackle our problems and overcome barriers to prosperity for all.
- 1.6 This Plan has to belong to all of us and all of us need to feel comfortable with it. It has to be “our plan”. The Ballymoney Borough Local Strategy Partnership is a coming together of main players in service delivery and development planning along with social partners who will help ensure an involved and inclusive approach to a new form of local governance.

The Wider Context

- 1.7 Northern Ireland faces many unique opportunities and challenges over the period 2005 – 2008. We are entering a very different era, one of local government reform and a tailing off of EU funding post 2008. What do we

need to change and how can Ballymoney Borough's Integrated Strategy help us to prepare for these opportunities and challenges?

- 1.8 Northern Ireland has been screened from much of the economic activity and competition to which many other areas in the UK have been exposed for decades. As a result we have quite a different type of economy – one in which the long term is unsustainable unless it faces change.
- 1.9 In terms of Northern Ireland's workforce fewer than 10% are engaged in financial and business services as compared to 15% in the UK as a whole. Public sector employment accounts for around a third of civil employment compared with around a quarter in the UK as a whole. In comparison to the rest of the UK, NI's GDP per capita is lower than the rest of the UK. (76% of the corresponding UK average in 1997). This is attributed to low productivity and high unemployment. The more prominent sectors of the regional economy are agriculture, food processing and textiles – all low productivity sectors. The high productivity ones like financial and business services are not prolific in the area.
- 1.10 Northern Ireland's per capita expenditure in recent decades has been approximately a third higher than in the UK as a whole – reflecting a greater dependence on benefits, health, education and the political situation.
- 1.11 Generally Northern Ireland's regional workforce is set to increase at a time where elsewhere in the EU workforce numbers are declining. With well-educated school leavers and graduates entering the market place, NI's economic activity could increase while in other areas of the EU it may decline. Production costs are still relatively low in NI and with the EU structural funds the regional infrastructure is improving.
- 1.12 Opportunities for NI in the future include those arising from the peace process – inward investment, and the potential to develop a larger, more innovative and outward focussed private sector, ICT opportunities, economic growth in the rest of Ireland and a strengthened community sector and in turn social economy.
- 1.13 Its weaknesses include its over reliance on low value added and declining sectors, a relatively large agriculture sector with small farms, small businesses with little tendency to innovate, a low business formation rate and low investment in human resource development. Northern Ireland has high industry and domestic energy costs. A significant proportion of the workforce is poorly qualified and labour mobility is limited. Unemployment is still high as is economic inactivity. Deprivation disparities occur at a sub regional level.
- 1.14 In terms of the future threats to the economy and vitality of NI, a few are obvious, including a potential return to violent community conflict, the need to meet the employment needs of a growing workforce, increased competition from Eastern Europe coupled with a reduction in EU funds post 2006, the peripheral location of NI and the threat to the regions natural assets based on increased economic activity.

The NI Budget and Priorities for 2005-2008

1.15 The Government has set out its priorities over the next three years in a budget statement which it claims will see total spending on public services grow by one third in cash terms and by 20% in real terms between 2002 and 2008. The total will exceed £9 billion in 2007-2008.

1.16 Some extracts from the statement are set out below:

- Current health expenditure is to increase by more than 23% bringing the annual total to £3.7 billion by 2007-08
- In education expenditure will rise by more than 115 across the budget period and capital investment will increase by 62%
- A Community Investment Fund with an initial budget of £5 million will be set up to help resource the voluntary and community sector. A further £15 million has been allocated to the provision of services to children
- £24 million will be invested in the Neighbourhood Renewal Strategy
- Efficiencies in the public sector are expected to mean that £600 million will be available for investment in public services. Allied to this will be further savings and efficiencies expected through the reform of the rating system, reform of the water and sewerage services and the Review of public Administration.
- A new Investment Strategy will see around £1.2 billion invested in each of the three years and much of this will be in infrastructure.

1.17 Economic vision

Government recently published its draft economic vision for Northern Ireland and this is set out below:

“Northern Ireland is a high value-added, highly skilled innovative and enterprising economy which enables us to compete globally leading to greater wealth creation and better employment opportunities for all.”

The key drivers in pursuing the vision are:

- Increased investment in R&D and the promotion of innovation/creativity
- Promotion and encouragement of enterprise
- Ensuring people have right skills for future employment opportunities
- Ensuring there is a modern infrastructure in place to support business

Regional Development Strategy

1.18.1 Other strategic documents have an impact on shaping the future development of Northern Ireland. Among these is the Regional Development Strategy which provides a framework within which choices can be made on key

decisions about the infrastructural development of Northern Ireland over the next 25 years. Ballymoney is identified as a **Key Service Centre**.

- 1.19 The Family of Settlements document, which accompanies the Regional Development Strategy, states that “Ballymoney has developed an important role as a local service centre providing retail, health, educational and community facilities for the town’s population and a significant rural hinterland. The town has a relatively strong and diverse manufacturing base, although its retail function has been subject to increased competition, as a result of investment in the neighbouring towns of Ballymena and Coleraine.”

Where does the EU sit?

- 1.20 In order to take advantage of sectoral growth opportunities and to alleviate some of the structural problems to economic and social growth, the European Union (EU) offers a range of interventions to NI up to the end of 2006.
- 1.21 One of the primary aims of the EU is to promote economic and social progress among its members. To help achieve this aim there are four specific funds known as the Structural Funds which are aimed at reducing inequalities between the different regions in the EU. Northern Ireland is one such region and it has been eligible for support from these funds because it is economically disadvantaged compared to other EU regions
- 1.22 The Structural Funds are:
- **European Social Fund:** which will assist with employability and human resource development
 - **European Regional Development Fund:** aimed at promoting economic and social cohesion by correcting the main regional imbalances and participating in the development and conversion of regions
 - **European Agricultural Guidance & Guarantee Fund:** for Rural Development (Common Agricultural Policy)
 - **Financial Instrument for Fisheries Guidance:** which contributes to a sustainable balance between fisheries resources and their exploitation, to increase the competitiveness of structures and the development of viable enterprises in the sector, to improve the value-added to fisheries and aquaculture products and revitalise areas dependent on them.
- 1.23 Each of these funds has its own objectives and priorities which influence how the money is spent. Northern Ireland will receive over £600 million in support from these four funds because of its relative economic disadvantage. The detail on how this money will be spent is contained in the Building Sustainable Prosperity Programme (BSP). In addition however NI has been granted special financial support to assist the development of the peace process and to address the legacy of the Troubles. This is an extra £260 million known as the Peace II Programme. This money also comes from the four Structural Funds.

1.24 These two programmes, BSP and Peace II, constitute the overall package of

assistance for Northern Ireland and together they are referred to as the Community Support Framework (CSF). The following are the CSF's main priorities and under this are the priorities under Peace II and BSP. These priorities are reflected in the detail of each programme. It is primarily under these two initiatives that Ballymoney can access funding to improve its infrastructure in preparation for a more prosperous and competitive future.

Priorities of the Community Support Framework

Community Support Framework for NI 2001-2006
<ul style="list-style-type: none"> a Peace & Reconciliation a Economic Growth & Renewal a Employment Human Resource Development and Social Inclusion a Balanced Urban & Rural Development a North/South and Wider Co-operation

Building Sustainable Prosperity (2001-2006)	Peace II (2001-2008)
<ul style="list-style-type: none"> a Economic Growth & Competitiveness a Employment Human Resources and Social Inclusion a Urban & Social Revitalisation a Agriculture and Rural Development a The Environment 	<ul style="list-style-type: none"> a Economic Renewal a Social Integration, Inclusion and Reconciliation a Locally Based Regeneration – Local Strategy Partnerships a Outward & Forward Looking Region a Cross Border Co-operation

Other European Initiatives

1.25 In addition to the EU Funds detailed in the Community Support Framework NI will also benefit from special EU wide initiatives. These are separate EU policies aimed at supporting measures that have a particular impact at the European Level. These initiatives are also funded from the four Structural Funds. Ballymoney Borough LSP will be able to utilise funds under three of these initiatives to help improve the local area:

- **INTERREG III** is an initiative for co-operation across borders and between different regions in the EU to encourage balanced development and spatial planning. This will link closely with the other measures of cross border support in Peace II and BSP
- **LEADER +** is concerned with development in rural areas

- **EQUAL II** is to combat inequalities in the labour market by promoting equal opportunities and integrating excluded groups into the labour market

2.0 Area Profile

Context and Setting

- 2.1 Ballymoney Borough covers 161 sq miles and is predominantly rural in character. It is bounded to the west by the river Bann, and to the east by the uplands of the Antrim plateau. The town of Ballymoney is its main centre, and there are a number of small villages in the rural hinterland.

The External Environment

- 2.2 The area is in a central location in the North East of Northern Ireland, which is itself on the edge of Europe. It is remote from major Republic of Ireland markets. The area had good communications by ferry with Scotland.

- 2.3 On the other hand, the area is in the Antrim Coast and Glens Area of Outstanding Natural Beauty, and also the valley of the lower Bann, which forms part of the Borough's western boundary. These are areas of great natural beauty and wildlife interest and gives numerous opportunities for outdoor recreation, including water sports, and coarse and game angling. The seaside resorts of Portrush, Portstewart, Portballintrae, Ballycastle and Cushendun are within easy reach.



Population

- 2.4 The area's population has grown from 24,200 in 1991 to 26,894 in 2001. This represents 1.6% of the population of Northern Ireland. The age composition of the population is similar to the average for Northern Ireland as a whole.

Deprivation and Disadvantage

- 2.5 The Borough is the 12th most deprived of 26 local government districts. The most deprived electoral wards are Newhill and Route. Newhill and Route are designated as TSN areas under the Noble index. Overall there are 348 people unemployed (5.7% of the workforce) around 100 of whom are long-term unemployed. Some 1,402 people in the Borough claim income support and the average gross weekly earnings locally are £321 compared to the N.I. average of £390.

Employment and the Workforce

- 2.6 The area has an economically active workforce of approximately 58% of the population, or around 10,500. It tends to have a higher proportion of self-employed compared to the average for Northern Ireland. Unemployment is slightly lower than the average for Northern Ireland. Unemployment in the Borough reflects a high incidence of part time farming, rather than structural unemployment. A good supply of well-educated graduates is produced by the campuses of the University of Ulster, at Magee, Coleraine and Jordanstown, and Queen University, Belfast: The Causeway Institute for Further and Higher Education has a campus in Ballymoney though this is under threat of closure.

Communications

- 2.7 Communications are on the whole good, given the Borough's position and size. The Borough is traversed by the A26 road, the main link with Belfast. The dual carriageway from the M2 to Glarryford Crossroads has been extended and further road widening been completed between Glarryford and Ballymoney. The main railway line from Belfast to Londonderry passes through Ballymoney. Ballymoney is within 50 miles of three main airports and the seaports at Larne and Belfast.

Natural Resources

- 2.8 A major deposit of Lignite has been identified close to Ballymoney town, sufficient to fuel a 500-megawatt power station, and to give significant economic benefits if it were extracted. The potential extraction of the Lignite has however been met with strong opposition locally due to environmental concerns.
- 2.9 A natural gas link between Northern Ireland and Scotland has now been created at Larne a licence has been awarded to build a natural gas line to the North and North West. The total private sector investment in the first phase of this project will exceed £200m including the building of the gas fired power station at Coolkeeragh.

Agriculture

- 2.10 Agriculture is very important to the Borough and Ballymoney Town is heavily dependent on its hinterland. The area is predominantly rural, with both arable and livestock farming. There are some 800-farm enterprises, with an average size of 34.7 hectares, slightly larger than the Northern Ireland average. North Antrim Agricultural Association recently produced a Farmers Development and Action Plan, which identified key issues for farmers and farm families. These are:

- q Training & Learning;
- q Marketing;
- q Communication & Cooperation
- q The Farm Household.

Ballymoney Borough Fact Box as of June 2005

- There are 27,809 people living in the Borough
- It is the second smallest Council in Northern Ireland
- There are 384 unemployed of which 100 are long-term unemployed
- Refuse collection and street cleansing costs are lower than the NI average
- There is low population density with 65 people per sq km
- Over the past ten years there have been 2,217 new housing starts in the Borough, an average of 222 per year
- There are high economic activity rates (80% of those of working age are economically active)
- Demographics reflect the N. I. Average with 25% under 16 years, 60% of working age and 15% of pensionable age
- A relatively high proportion (26%) of the Borough's jobs are in manufacturing
- The Council spends £4.5m annually and employs 115 people
- There is higher than average satisfaction (78%) with Council services
- Lower than average proportion (3.7%) work in the hospitality industry
- There are 800 farms with an average size of 34.7 hectares with higher than average turnover per farm
- At £2.9m per annum, the Borough has one of the lowest incomes for tourism in NI
- There are 172 bed spaces for tourists of which 66% are B&B. There is no tourist hotel in the Borough
- There are 1,190 VAT registered business located in the area of which 48% are related to agriculture
- Statistically, the area is the 12th most deprived in NI
- The Borough is a designated New Targeting Social Need (NTSN) area
- Average weekly earnings are £321 against a N.I. average of £431 and female weekly earnings are lowest in Northern Ireland
- There are 1597 primary and 1868 post primary school pupils in the Borough.
- A higher than average proportion of school leavers (64%) go on to attend further or higher education
- Some 58% of school leavers achieve 5 or more GCSE A*-C grades compared to 60% for N.I.
- Ballymoney Sub Division recorded 17 drug offences in 2001
- The clear-up rate for recorded offences was 40% compared to N.I. average (30%)

Existing Economic Activity

- 2.11 The Borough has some well-established manufacturing businesses and at 30% the number employed in manufacturing is more than twice the Northern Ireland average. The area is notable for its high proportion of self employed and small businesses.
- 2.12 Industrial units are available on the two industrial estates and in two small business parks in the town. Land is available for industrial development. No advance warehouses are available and available vacant office space is minimal.
- 2.13 The farming industry is currently under severe pressure and a decline in this sector is perhaps the greatest danger faced by the Borough unless supplementary and alternative means of earning a living emerge.
- 2.14 Perhaps the most noteworthy economic circumstance of the Ballymoney Borough Council areas is the small amount of public sector employment. In Northern Ireland about 60% of the economy and 35% of employment, is based in the public sector and it is likely to remain the predominant sector of the economy for some time to come. Any attempt to revive the economy of the area is therefore working within a fraction of the real existing economy, unless this issue is addressed. The town has lost some opportunities for local health employment with the opening of the new Causeway Hospital at Colerain., However, the Trust's headquarters remains in the town, including the centralised laundry service for the Home First and Causeway Trusts.
- 2.15 Many small towns have been badly affected by the advent of large supermarkets located outside town centres. While these may create some employment, this will be at the expense of town centres. The town centres tend to be colonised by restaurants and fast food premises, estate agents, banks, and building societies. In addition, supermarkets source supplies from abroad and export their profits. Traders need to be encouraged towards providing speciality shopping such as fashion, hobbies, gifts, delicatessen, etc. The potential growth of Ballymoney as a dormitory town must also be considered. It is feared that car park charges will have an adverse effect on trade. Ballymoney has already addressed these issues by establishing a town centre management board, refurbishing shop fronts, and producing promotional literature.

Image and Identity

- 2.16 According to work carried out by the Borough Council the external image of Ballymoney is one of a rural community.



The town is seen as being an “older persons” place with little to appeal to the younger person. The Town Centre Management Board intends to establish and promote a new and more modern image for the Borough.

Health and Social Services

- 2.17 Health and social services locally are largely provided by the Causeway Health and Social Services Trust. This is a combined trust that provides both acute hospital services and community health and social services. The Trust responds to the health and social care needs identified by the Northern Health and Social Services Board (NHSSB) and local GPs. The NHSSB does not take a Borough or District-specific approach but sees Ballymoney (and all its other Districts) as fitting into its area-wide strategies, including Investing For Health (IFH) and Targeting and Social Need (TSN) Action plans. Broadly these involve:
- ü strengthening of health promotion initiatives with increased inter-agency working
 - ü enhancing primary care (i.e. that delivered by GPs)
 - ü reducing institutional/long stay care for children; people with learning disability; and people with mental illness
 - ü enhancing care in the community initiatives and responses.
- 2.18 In addition there are a number of other health & advocacy projects based in the Borough: the Ballymoney Disability Development Programme is a user led project funded by previous partnership funds; the WAVE Trauma Centre in Ballymoney also offers a range of services to persons affected by the Troubles and the COMPASS self-advocacy project which promotes advocacy and self-advocacy for persons with a learning disability is a further innovative example of social inclusion and giving marginalized groups a voice. The Causeway Volunteer Bureau has recently set up in Ballymoney to help promote active citizenship.
- 2.19 The Borough is also part of the NHSSB Northern Neighbourhoods Health Action Zone and Glebeside in Ballymoney is one of the targeted estates. The HAZ comprises an integrated, community centred, neighbourhood renewal approach to improving health & quality of life for disadvantaged communities.
- 2.20 Triangle Housing Association has also developed a range of services for persons with a learning disability within the borough which includes residential care, housing with care and support schemes, supported employment, befriending and floating support schemes.

Community and Sports Development

- 2.21 Throughout Ballymoney the Council has provided a number of indoor and outdoor leisure facilities including the well-used Joey Dunlop Leisure Centre. There is also a wide range of sporting clubs in the area many of which have their own facilities including the Provincial Towns Bowling Stadium, Ballymoney Rugby Club, Ballymoney United Football Club and GAA Clubs in Dunloy, Loughgiel and Rasharkin. Fourteen community associations are established in the Borough as well as many other voluntary groups and

- 2.25 The report also notes Ballymoney's popularity as a place to live as reflected in the rate of private house building. It considers that there should be a balance between greenfield building and development of inner urban and recycled land in the town.
- 2.26 Recent regeneration activity has helped to underpin the town centre and its retail role. The town is located on one of the Region's key transport corridors (the Northern Corridor) and this will facilitate both economic development and further regeneration.
- 2.27 Work is ongoing in development of a new sub-regional Northern Area Plan, covering the Coleraine, Limavady, Ballymoney and Moyle areas. Support is sought to ensure adequate provision of zoned land for housing development to accommodate anticipated growth in demand. This also raises an issue about water and sewerage provision and traffic management keeping pace with and providing no barrier to, growth in the Borough.
- 2.28 A short-term transportation priority will be improvement to the A26 road which it is hoped will be upgraded to dual carriageway in the longer term. The Borough would also like to see retention and upgrading of the rail network as part of a balanced regional transport policy. Indeed a consortium has been set up to lobby for the rail network. Other issues include the need to ensure adequate roads provision in support of the waste management strategy and the zoning of land for open space as well as housing and industrial development.
- 2.29 There have been an average of 207 housing starts per year in the Borough over the past decade. There is currently 52 hectares of land zoned for housing however this falls 40% short on anticipated demand. The report *Measures of Deprivation in Northern Ireland* (Noble) has identified Ballymoney Borough as suffering from the most severe housing stress in Northern Ireland. This reflects the high number of houses in disrepair, houses without central heating and houses without insulation.
- 2.30 The Northern Corridor links the Belfast Metropolitan Area to Antrim, Ballymena, Ballymoney, Coleraine, Limavady and Londonderry by road and rail and provides access to the Antrim Glens and Coast and facilitates Londonderry to Dublin Links by direct connections to the Eastern Seaboard Corridor.

Needs of the People

- 2.31 It is clear from consultation and vision-building events held throughout the Borough that prosperity, employment, and community stability are key issues for the local people.

BASELINE MEASURES MEAN

PERFORMANCE INDICATOR	BALLYMONEY BOROUGH 2001	BALLYMONEY BOROUGH MOST RECENT	N. IRELAND	
Unemployment	Oct 2002	2005	April 2005 (period Dec-Feb 05)	
Unemployment	344	348	37,000	
% of workforce	3.4%	3.4%	4.8%	
Population	April 2001	May 2003	May 2003	
Population	26,894	27,809	1,685,267	
% of N.I.	1.6%	1.6%	-	
Natural Change ('91-'99)	1086	1086	72,946	
% of NI	1.5%	1.5%	-	
Age Structure				
Under 16	24%	24%	24%	
16-64	63%	63%	63%	
65+	14%	14%	13%	
Earnings	2002	2003	April 2004	
			Mean	Median
Average Earnings (weekly)	£336.40	£321.20	£431.40	£372.30
Female	£292.30	£280.00	£381.90	£335.40
Male	£387.10	£373.20	£464.20	£401.90
Average Weekly (hours)	40.6	36.5	33.3	
Deprivation				
Rank of Income	23 rd out of 26	23 rd out of 26	2004 not released	
Rank of Employment	24 th out of 26	24 th out of 26	June/July 2005	
Rank of Local Concentration	20 th out of 26	20 th out of 26		
Rank of Extent	16 th out of 26	16 th out of 26		
Rank of Average Score	12 th out of 26	12 th out of 26		
Rank of Average Rank	11 th out of 26	11 th out of 26		
Tourism	2001	2003	2004	
Spend	£1.9m	£2.9m	£312m	
% of NI	0.6%	0.7%	-	
Trips	14,700	24,300	2,059,000	
% of NI	0.7%	0.09%	-	
Nights	72,100	114,500	8,869,000	
% of NI	0.8%	0.09%	-	
Employment	100		49,990	
% of NI	0.6%		-	

PERFORMANCE INDICATOR	BALLYMONEY BOROUGH 2001	BALLYMONEY BOROUGH MOST RECENT	N. IRELAND
Crime	2001	2003 - 2004	2003 -2004
Crime recorded	1,732	953	127,953
% of NI		0.74%	-
Violent Crimes	363	253	32,735
% of NI		0.77%	-
Drug Related Incidents	17	9	2,374
% of NI		0.38%	-
Drug Related Arrests	7	3*	1,754
% of NI		0.17%	-
Crimes Cleared	696	351	35,093
Clearance Rate	40.2%	36.8%	27.4%
Cases of Complaint	30		3,048
Education	2001 - 2002**	2001 - 2002***	2003-2004
% school leavers achieving 2 or more A levels A-E	30%	30.2%	39%
% school leavers achieving 5 or more A*-C grades	57.5%	58.1%	60.4%
% Leaving without qualifications	2.7%	3.3%	5.8%
% School leavers going on to Institutes of Further & Higher Education	63.8%	73.8%	61.8%
% School leavers going into employment or training	32.5%	23.6%	32.3%
% School leavers becoming unemployed/destination unknown	3.7%	2.6%	5.9%
Agriculture	2002	2004	2004
Standard Gross Margins	32.9	40.6	27.8
No. farms	914	740	28,300
% of NI	3%	2.6%	-
Farm Size (Hectares)	34.7	37.6	38
% Very small/small	75.8%	98.9%	-
Income Support	2001	2004	2004
Number claiming IS	2,417	1,402	101,576
% of NI	1.4%	1.38%	-

*Please NB the number of drug related arrests equate to 3 in 2003 – 2004 year however only 1 was charged due to the reduced classification of marijuana.

** 2001- 2002 figures for Ballymoney hold some discrepancies that make a comparison with NI figures impossible.

*** 2001- 2002 figures for Ballymoney are comparable to the 2001 – 2002 NI figures

PERFORMANCE INDICATOR	BALLYMONEY BOROUGH 2001	BALLYMONEY BOROUGH MOST RECENT	N. IRELAND
Health	2000	2003	2004
No. of Deaths	208	187	14,354
Rate per 1000 pop	7.7	6.7	
Female/Male Deaths	108:100	102:85	
Business	2001	2002	2002
No. of Vat Registered Businesses	1,190	1,170	53,515
% of NI	2.2%	2.19%	-
Number of employees	6,644	7,095	762,000
% of NI	1.2%		-
% of Businesses with under 10 employees	92.4%	93.2%	89.3%
1999 Registrations	60	65*	3,645*
De-registrations	40	45*	3,430*
Net Change	20	20*	215*
No of Foreign Owned Businesses	3	3	637
% of NI	0.5%	0.5%	-
Rates		1st April 2005	
Domestic Rate 2002	111.50p	134.8p	
Rank out of LGDs	7 th lowest	7 th lowest	

* 2001 figure deti.ni.gov.uk

BALLYMONEY MULTIPLE DEPRIVATION MEASURES 2005

LGD NAME	Average Score	Rank	Average Rank	Rank	Extent (%)	Rank	Local Concentration	Rank	Income Scale	Rank	Employment Scale	Rank
Ballymoney	18.48	13	453.19	12	1	25	622.78	25	5,145.00	23	2,235.25	25

Borough SWOT Analysis

2.32 Having analysed the environment in Ballymoney Borough, a SWOT analysis of the Borough was carried out. Within the analysis, the Strengths and Weaknesses were seen to be issues “internal” to the Borough, which could be influenced or altered. Opportunities and Threats meanwhile were issues “external” to the Borough which were not within local control but which must be responded to. The final SWOT analysis emerged as follows:

BOROUGH SWOT ANALYSIS

STRENGTHS

- ☐ Population growth
- ☐ Low population density
- ☐ Attractive and safe place to live
- ☐ Good air and water quality
- ☐ High economic activity rate
- ☐ Low public service employment levels
- ☐ Competitive property prices
- ☐ Good labour supply
- ☐ Close to University
- ☐ High levels of satisfaction with area as a business location
- ☐ Urban/rural blend
- ☐ Strong manufacturing base
- ☐ Strong, positive Council, working in partnership for the benefit of the Borough
- ☐ Strong cultural / drama tradition
- ☐ Good local schools
- ☐ Developing community sector
- ☐ High number of sporting groups
- ☐ Good sporting facilities

WEAKNESSES

- ☐ Lack of employment opportunities for skilled workers
- ☐ Lack of skilled workforce
- ☐ High dependency on agriculture
- ☐ Pockets of relatively high social deprivation
- ☐ Poor housing
- ☐ By-pass reducing through trade in the town
- ☐ Closeness to Coleraine and Ballymena
- ☐ Lack of land for commercial use
- ☐ Low average earnings
- ☐ Low levels of public sector assistance
- ☐ Low proportion of firms intending to develop export markets
- ☐ Lack of major tourism draw
- ☐ Geographical remoteness within EU
- ☐ No hotel facilities
- ☐ Perceived lack of social cohesion
- ☐ Community relations problems

OPPORTUNITIES

- ☐ Development of land for commercial and residential use
- ☐ Rural development
- ☐ Opportunities for development of small/local businesses
- ☐ Skills audit
- ☐ Growth of EU
- ☐ Proximity to the Causeway Coast
- ☐ Tourist product development
- ☐ Niche retail sector development
- ☐ Competitive property prices
- ☐ Expanding services sectors
- ☐ Growth in support for export development
- ☐ Further development of links with the university
- ☐ Extension of national gas pipeline
- ☐ Upgrade of A26
- ☐ Growth in cultural tourism
- ☐ Northern Area Plan
- ☐ Twinning agreements with Benbrook (USA), Vanves (France) and Douglas

THREATS

- ☐ Competition for investment from elsewhere
- ☐ Global economic trends impacting adversely on industrial base especially agricultural
- ☐ Loss of transitional objective 1 status
- ☐ Loss of Peace II from 2008
- ☐ Peripheral to greater Belfast
- ☐ Further agricultural crises (BSE/FMD)
- ☐ Workforce lacking new technology skills
- ☐ Prioritisation of Coleraine and Ballymena as centres for growth
- ☐ Lignite deposit
- ☐ Review of local governance
- ☐ Review of Transport – threat to railway

2.33 On the basis of this research and consultation the Partnership has identified six strategic priorities to guide its work. They are as follows:

- **Economic Development** - We need to secure continued employment and prosperity for the people of Ballymoney by continuing to develop our local economy. We can maximise employment opportunities in the Borough through attracting investment and offering support to local businesses.
- **Education & Training** - Our work force requires the knowledge and skills required for the modern economy if Ballymoney is to prosper long-term. We wish to see a culture of continual skills improvement and lifelong learning firmly established in the Borough.
- **Health & Well-being** - Much innovative and effective work has already been achieved in the Borough and we wish to build upon this. It is recognised that partnerships between Health & Personal Social Services and local government, business, housing, education, the voluntary and community sectors are an effective way to improve the health and well-being of local communities.
- **Community Action** - Social and economic development in Ballymoney depend on community involvement and good community infrastructure. Much valuable work has already been done in this area and we wish to build upon it.
- **The Environment**- To preserve our environment for generations to come and to maintain our own quality of life we need to protect & enhance our natural resources in a sustainable way.
- **Tourism** - There is great potential for increased tourism in Ballymoney which remains untapped – for a district of our size and population we don't do proportionately as well from tourism as might be expected. In developing our tourism industry we will be assisting with long-term economic growth and providing employment opportunities.

3.0 Mission, Guiding Principles and Strategic Priorities

3.1 Ballymoney Borough's Integrated Local Strategy's (ILS) mission is:

Overall Mission

To create an environment in which all the people of Ballymoney Borough will enjoy a better quality of life.

Guiding Principles

3.2 A number of guiding principles have been developed to underpin the ILS. These are:

Guiding Principle	Which means that...
Inclusion	<ul style="list-style-type: none"> ∅ As many people and organisations as possible should contribute to the planning process ∅ Public involvement should begin early ∅ People who will be affected should have an opportunity to participate in the planning process ∅ Particular effort will be made to facilitate the involvement of marginalised and disadvantaged groups ∅ Different methods will used to engage different types of groups ∅ Economic, social and environmental benefits should be shared by all in the area ∅ There should be no barriers to equality of opportunity
Integration	<ul style="list-style-type: none"> ∅ The responses to the area's needs should be co-ordinated and confusion about "who does what" kept to a minimum ∅ Those who make decisions that affect the quality of life in an area, covering, for example, issues of land use, use of water resources, education, health, culture, arts etc. should work together on a shared basis ∅ The stakeholders should share baseline information and responsibility for achievement of targets
Openness	<ul style="list-style-type: none"> ∅ Participants in the planning process can expect early and frequent opportunities to feedback including: - <ul style="list-style-type: none"> easy to read and accessible information adequate notice of meetings, events etc.
Shared Ownership	<ul style="list-style-type: none"> ∅ All those involved in the process or affected by it should feel a sense of shared ownership and responsibility ∅ The partnership working arrangements should be team-based and decision making based on consensus

Guiding Principle	Which means that...
Responsiveness	<ul style="list-style-type: none"> ∅ We will be responsive to changing needs and circumstances during the planning process ∅ The ILS must be open to revision, with reviewed targets and outcomes ∅ If something is not working then it should be open to change
Mutual Respect	<ul style="list-style-type: none"> ∅ There is respect by all participants of the views of others on the strategic partnership
Targeting Social Need	<ul style="list-style-type: none"> ∅ We are committed to collaborative working with statutory and voluntary bodies to tackle social need and social exclusion by targeting efforts and resources on individuals, groups and areas shown to be in greatest social need. ∅ We will focus particularly on tackling the problems of unemployment and on increasing employability. ∅ We will also seek to tackle disadvantage and inequalities in health, education and housing and promote social inclusion in disadvantaged areas.

Strategic Priorities and Objectives

3.3 The Strategy has 6 strategic priorities:

Strategic Priorities	Objectives
Economic Development	To provide an appropriate framework for strengthening economic development in the Borough by promoting employment and investment for sustainable economic growth and the improvement of competitiveness of business and industry.
Education & Training	To place the Borough in the top ten of Council areas in terms of educational performance and provide the training infrastructure necessary to support the employment needs of the Borough.
Community Action	To empower and enable community, voluntary and statutory bodies and partnerships, to take action towards improving the quality of life (economically, socially and environmentally) for local residents. In particular, in conjunction with other partners, to develop programmes addressing issues of social exclusion.

Strategic Priorities	Objectives
Health & Well Being	To target health inequalities and social need within the most disadvantaged groups throughout the borough and develop the capacity of local communities to address these inequalities and promote and enhance the integrity of the living environment to produce locally sustainable development.
The Environment	To protect and enhance our natural resources and improve the visual amenity of Ballymoney Borough.
Tourism	To strengthen the tourism sector and create new jobs in the sector over the next five years.

Cross Cutting Themes

3.4 In addition to these identified strategic priorities five areas or themes have been identified that will inform the ILS because of their strategic importance to the future development of the Borough. These are:

- q International and Cross Border Co-operation
- q Human Resource Development
- q Social Inclusion
- q Agriculture & the Agri-Food Industry
- q Culture, Arts, Leisure and Sport
- q Community Safety

* In the context of the strategy these areas or themes will be integrated as part of actions developed in support of the strategic priorities.

4.0 Programme of Work

Economic Development	
To provide an appropriate framework for strengthening economic development in the Borough by promoting employment and investment for sustainable economic growth and the improvement of competitiveness of business and industry.	
Programme of Work	Performance Indicators
Stimulating new competitive businesses on farms, in our villages and in the town including Mentoring support and outreach support to Villages	<ul style="list-style-type: none"> q No. of new businesses. q No. of villages supported q No. of farms diversified. q No. of businesses supported. q No. of Mentors q No. of individuals trained q No. of new jobs in commercial and retail development.
Creating many more long-term jobs in tourism related enterprises.	<ul style="list-style-type: none"> q No. of new jobs in the tourism and retail service sectors.
Raising the general level of E Commerce above the NI average, and many new E Commerce based businesses.	<ul style="list-style-type: none"> q No. of e-commerce based companies and spin off services (Business to Business services). q Establishment of Broadband in the Borough
<p>Creating a reputation for Ballymoney as the most enjoyable small town for regular shopping and eating out, for local residents and for day-trippers from beyond the borough.</p> <p>Developing a stronger town centre management initiative to advance the positive differentiation of the town from its larger neighbours.</p>	<ul style="list-style-type: none"> q No. of visitors.
Facilitating the development of collections of specialised shops which will appeal to both borough residents and tourists.	<ul style="list-style-type: none"> q No of new retail outlets.

Economic Development	
To provide an appropriate framework for strengthening economic development in the Borough by promoting employment and investment for sustainable economic growth and the improvement of competitiveness of business and industry.	
Programme of Work	Performance Indicators
<p>Making Ballymoney a leading evening entertainment destination.</p> <p>Highlighting the town, as well as the borough, to the public by means of information points, signposting and other measures including initiatives on the bypass.</p> <p>Rehabilitating all derelict property by means of an integrated programme commercial and housing development.</p> <p>Encouraging high quality restaurants as a major source of tourist revenue and of new jobs. Promoting at least one quality hotel capable of servicing local and imported function trade.</p>	<p>q No. of new signs.</p> <p>q No. of derelict properties rehabilitated.</p> <p>q No. of new entertainment facilities</p> <p>q No. of additional bed spaces.</p> <p>q Hotel established</p> <p>q No. of new restaurants</p>
<p>Creating a high quality outdoor market to be launched in 2005 as a source of added footfall, a net addition to established business turnover and a major tourist attraction.</p> <p>Promoting a high quality cinema capable of competing profitably with local competitors.</p> <p>Developing the Riverside Park area so that it will have convenient, safe foot access from the town centre.</p> <p>Enabling at least three hundred new residents to be living in the town centre in high quality new or refurbished accommodation.</p> <p>Developing the town car parking system so that it is made effective and user friendly.</p>	<p>q Outdoor market established</p> <p>q No. of shoppers (footfall)</p> <p>q Cinema established</p> <p>q No. of cinemagoers.</p> <p>q No. of housing starts in the Town Centre.</p> <p>q No. of car parking spaces.</p> <p>q No. of new residents in the Town Centre</p>

Economic Development	
To provide an appropriate framework for strengthening economic development in the Borough by promoting employment and investment for sustainable economic growth and the improvement of competitiveness of business and industry.	
Programme of Work	Performance Indicators
<p>Create a Community Hub building which will provide accommodation which can be shared by both the community and business sectors and which will act as a focal point for both. On the business side the building will provide a number of offices and shops for rent, an information point, business services and a lifelong learning base.</p>	<ul style="list-style-type: none"> q Centre established q No. of businesses renting space q No of people employed in businesses q No. of enquiries for business information q No. of businesses accessing business services q No. of people accessing lifelong learning base q No. of people acquiring qualifications through lifelong learning

Education and Training	
To place the Borough in the top ten of Council areas in terms of educational performance and provide the training infrastructure necessary to support the employment needs of the Borough.	
Programme of Work	Performance Indicators
Conduct a skills audit to map skills base and identify future skills needs.	q No. of people consulted.
Provision of staged training to fill skills gaps in Borough.	q No. of businesses consulted.
Promoting the development of literacy.	q No. of training courses provided.
Promoting social inclusion of specified groups of young people at risk of underachievement or marginalisation.	q No. of people trained.
Reducing truancy and expulsion from schools in disadvantaged areas and increase pupils' participation in education.	q No. of partner organisations.
Encouraging the greater involvement of parents in children's learning in low achieving schools.	q No. of best practice visits (linked to exchanges to ensure the education and training is effectively delivered).
Developing employability skills in young people living in socially deprived areas.	q Match NI average of School Leavers achieving 2 or more A- levels.
Maintaining Acorn The Business Centre rated in the top ten percent of LEA's in Northern Ireland.	q Completion of a Skills Audit.
Ensuring the delivery of superior levels of customer service and competitiveness in the retailing and hospitality sectors through training and development programmes.	q No. of trainees securing employment.
Strengthening the viability of farm enterprises by the provision of appropriate training and education.	q No. of participants on Training Programmes for the Farming Community.
	q No. of 'Focus Farms' established
	q No. of participants in 'New Entrant's' Scheme

Community Action	
<p>To empower and enable community groups and individual volunteers to take action towards improving the quality of life (economically, socially and environmentally) for local residents. In particular, in conjunction with other partners, to develop programmes addressing issues related to the socially excluded, including the youth, children, women, those with disabilities and senior citizens.</p>	
Programme of Work	Performance Indicators
<p>Improve Community Relationships through exploring innovative ways of creating harmony in and between individuals and communities.</p>	<p>q No. of new community relationships/ links.</p> <p>q No. of new cross community projects supported.</p>
<p>Community Planning – Enabling community groups to develop the necessary skills to tackle key economic regeneration, job creation and community relationship issues within their communities.</p>	<p>q No. of community groups participating.</p> <p>q No. of economic regeneration projects supported.</p> <p>q No. of projects supported.</p> <p>q No. of individuals participating on capacity building.</p> <p>q No of community infrastructure projects supported.</p> <p>q No. of social economy projects supported.</p> <p>q No. of jobs.</p> <p>q No. of qualifications at all levels.</p>
<p>Provide increased opportunities for young people, both in rural and urban communities.</p> <p>Make services accessible to young people and to bring coordination to new & existing activity.</p> <p>Promote activities that will have a real impact socially and educationally in terms of well being of the next generation.</p>	<p>q No. of youth focused projects/activities.</p> <p>q No. of young people involved.</p> <p>q No. of young people’s training programmes.</p>
<p>Disability Provision – To ensure that all services are inclusive of people with disabilities and to continue to raise awareness of disability.</p>	<p>q No of disabled awareness training/audit sessions</p> <p>q No of disabled focused projects/activities.</p>

Community Action	
To empower and enable community groups and individual volunteers to take action towards improving the quality of life (economically, socially and environmentally) for local residents. In particular, in conjunction with other partners, to develop programmes addressing issues related to the socially excluded, including the youth, children, women, those with disabilities and senior citizens.	
Programme of Work	Performance Indicators
Family Support – Provision of information and support services that will be beneficial to families, e.g. benefits advice.	<ul style="list-style-type: none"> q No. of users of benefits advice service. q No. of individuals reached through information channels.
Children’s Services –Provision of childcare and children’s services within the borough that will contribute to their development.	<ul style="list-style-type: none"> q No of childcare places available.
Transport – Support for coordinated and extended transport system that includes public, urban community and rural community areas to ensure that accessible transport is available to all throughout the Borough.	<ul style="list-style-type: none"> q No. of passengers. q No. of routes. q Waiting Times.
Safer Communities –Tackle the root causes of community tensions including alcohol, drugs, domestic violence, child abuse, reducing crime, the fear of crime and tackling anti-social behaviour.	<ul style="list-style-type: none"> q Community Safety Partnership formed. q No. of community safety schemes. q Community Safety Co-ordinator appointed. q Community Safety Audit conducted. q Funding secured for Community Safety initiatives. q Produce and Implement Community Safety Action Plan.
Ballymoney Image – Ensure that every citizen is proud of where they live and feel safe in their locality.	<ul style="list-style-type: none"> q No. of “good news” stories about Ballymoney in local/ regional/ national media. q No. of column inches published
Community Education & Training – Make training & education more relevant and appropriate to individuals’ needs and make it accessible within communities.	<ul style="list-style-type: none"> q No. of community training courses. q No. of qualifications. q No. of participants. q No. of participants securing employment.
Increase participation levels within the communities for community work and volunteering.	<ul style="list-style-type: none"> q No. of job creation schemes supported. q No. of community groups participating. q No. of capacity building/volunteer training programmes q No. of volunteers registered. q No of active volunteers.

Community Action	
<p>To empower and enable community groups and individual volunteers to take action towards improving the quality of life (economically, socially and environmentally) for local residents. In particular, in conjunction with other partners, to develop programmes addressing issues related to the socially excluded, including the youth, children, women and those with disabilities and senior citizens.</p>	
Programme of Work	Performance Indicators
<p>Senior Citizens Provision - Ensure that services for senior citizens are developed.</p>	<p>q No. of projects/activities for senior citizens. q No. of individuals participating.</p>
<p>Community businesses – Creation of employment at local community level that will promote opportunities for sustainability.</p>	<p>q No. of new enterprises. q No. of new community businesses. q No. of new jobs. q No. of best practice visits.</p>
<p>Information - Establish the appropriate networks to ensure dissemination of information. Enable community groups to share know-how and information on a regular basis and facilitate co-operation on projects.</p>	<p>q Utilisation of innovative communication channels to ensure relevant information is available to all. q No. of networks developed. q No. of information seminars.</p>
<p>Create a Community Hub building which will provide accommodation which can be shared by both the community and business sectors and which will act as a focal point for both. On the community side the building will provide offices for groups operating with a Borough Wide remit and a base for NI groups working locally. It will provide services to groups throughout the Borough and provide services to non-nationals</p>	<p>q No. of groups housed in building. q No. of groups in Borough availing of services q No. of staff employed</p>
<p>Support actions taken to assist non-nationals settle successfully into the area</p>	<p>q No. of non-nationals assisted</p>
<p>Develop a youth befriending/youth leadership programme</p>	<p>q No. of young people participating q No. of young people befriended</p>
<p>Initiate a programme of small grants targeted at encouraging local community and voluntary groups to engage in collaborative actions</p>	<p>q No. of groups in Borough initiating collaborative actions</p>

Community Action	
<p>To empower and enable community groups and individual volunteers to take action towards improving the quality of life (economically, socially and environmentally) for local residents. In particular, in conjunction with other partners, to develop programmes addressing issues related to the socially excluded, including the youth, children, women and those with disabilities and senior citizens.</p>	
Programme of Work	Performance Indicators
<p>Provide support for women's groups operating in the area</p>	<p>q No. of women's groups assisted</p> <p>q No. of women participating</p>
<p>Provide support for rural community transport scheme</p>	<p>q No. of journeys undertaken</p> <p>q No. of passengers carried</p>

Health and Well Being	
<p>To target health inequalities and social need within the most disadvantaged groups throughout the borough and develop the capacity of local communities to address these inequalities and promote and enhance the integrity of the living environment to produce locally sustainable development.</p>	
Programme of Work	Performance Indicators
<p>Promote the social inclusion of those who are most disadvantaged – VIPs (Vulnerable Isolated People; elderly; youth etc)</p> <p>Ensure that the good health of the people of the Borough is maintained.</p> <p>Introduce preventative methods for good health.</p> <p>Support approaches that build capacity within communities to identify and address the health & social care needs of this group.</p> <p>Encourage the development of effective interventions based on partnerships which:</p> <p>q Improve the physical environment</p> <p>q Address social and economic factors</p> <p>q Reduce barriers to adopting a healthy lifestyle and improve access to appropriate and effective health and social services.</p> <p>Through improved partnership working:</p> <p>q Build community awareness of service provision</p> <p>q Explore options for improved accessibility</p> <p>q Develop lobbying skills</p> <p>q Improve feedback mechanisms to influence service provision.</p> <p>Develop initiatives which are targeted at smoking cessation, poor diet and lack of exercise in an attempt to reduce the risk factors for individuals</p>	<p>q No. of Community Health schemes.</p> <p>q No. of schemes aimed at cessation of smoking, improved diet and promotion of exercise.</p> <p>q No. of community groups participating.</p> <p>q No. of individuals participating on schemes.</p> <p>q No. of health events/ activities promoted.</p> <p>q No. of health partnerships formed.</p> <p>q Research study on carers completed</p>

Health and Well Being	
<p>To target health inequalities and social need within the most disadvantaged groups throughout the borough and develop the capacity of local communities to address these inequalities and promote and enhance the integrity of the living environment to produce locally sustainable development.</p>	
Programme of Work	Performance Indicators
<p>for heart disease, stroke and diabetes and to improve health levels generally.</p> <p>Commission research study into needs of carers in Borough and dependent on outcome, design and implement carers support programme</p>	

Environment	
To protect and enhance our natural resources and improve the visual amenity of Ballymoney Borough.	
Programme of Work	Performance Indicators
Promoting the planting of native tree species.	q No. of native trees planted.
Creating more wildlife green spaces and corridors.	q No. of wildlife schemes delivered.
Identifying, developing sensitively and promoting countryside access opportunities and open space valued by the community.	q No. of countryside access opportunities and open spaces developed and promoted.
Improving the Environment.	q No. of environmental enhancement schemes. q No. of participating individuals.
Promoting best environmental farming practice with a demonstrable change in farming practices.	q No. of best practice information sources/seminars promoted. q No. of farms participating
Working with schools and parents to introduce safe, healthy alternatives to the school run. Research new 'school run schemes' and demonstrate increase in use of car sharing, walking, cycling to school.	q School run Scheme established q No. of car-share scheme participants
Encourage householders to reduce water consumption.	q Demonstrable water savings made on an annual basis.
Increase domestic and business energy efficiency.	q No. of households on Domestic Energy Efficiency Scheme. q Renewable energy sources created.
Reduce the amount of household waste presented annually to the Council for collection. Reduce Industrial waste 2 community energy schemes delivered by 2003.	q No. of participants on community energy scheme. q Waste management programme for businesses developed. q No. of recycling schemes established (paper, glass etc).
Promote good neighbourliness. Establish 2 Good Neighbour Programmes with inter agency support by 2004. Publish a community newsletter promoting local successes. Awards given for outstanding voluntary work locally each year.	q No. of participants on Good Neighbour Scheme. q No. of volunteers entered for awards scheme. q No. of newsletter editions produced.

Tourism	
To strengthen the tourism sector and create new jobs in the sector over the next five years.	
Programme of Work	Performance Indicators
Improvement of Tourism Information	q New museum established.
Marketing of new products in conjunction with the Causeway Coast and Glens Ltd (RTO).	q No. of tourist information contacts.
Creation of sustainable high quality tourism jobs by developing new tourist product in the following areas: q Touring q Fishing q Walking q Heritage tourism q New events q Drama Festival	q No. of new products developed.
	q No of community based tourism products.
	q No. of tourism marketing events.
	q No. of new tourism jobs.
	q No. of tourist visits.
	q Amount of tourism spend.
	q No. of nights spent within Borough.

5.0 Managing and Resourcing the Strategy

- 5.1 The Amended Integrated Local Strategy is a strategic document that shows the needs for the Ballymoney Borough over the next three years.
- 5.2 Putting the Strategy into practice – The Ballymoney Borough Local Strategy Partnership, together with Ballymoney Borough Council - will consult citizens to ensure that their views are taken into account when developing strategic priorities and that the results of strategy reviews are communicated to citizens on an annual basis. The most challenging test for the Integrated Local Strategy is new implementation.

Management Structure

- 5.3 The Integrated Local Strategy will be facilitated by Ballymoney Borough Council and be supported through:
- Project Officer
 - Service Level Agreement (SLA) with Council
 - Two Protem working groups which are convened periodically to review the needs of the Borough.

Next Steps

- 5.4 Ballymoney Borough Local Strategy Partnership has facilitated the development of Action Plans for each of the six strategic priorities. These have been amended in light of a series of consultations with all stakeholders. They are crucial if the aspirations contained in the strategy are to have any real meaning and ultimately have an effect on the ground.

Timescale	What's to be Done
Immediate	◆ Try to source additional funding through other EU initiatives such as Interreg IIIA, other sources such as Government's Community Investment Fund, OFMDFM and the National Lottery.
Immediate	◆ Research potential for cross-border partnerships to enable cross-border funding opportunities to be pursued

Our Vision for the Borough in 2009

- Population of 30,000 people; 10,000 in town, 20,000 in rural area
- Regeneration of Ballymoney town centre so that it is recognised as a vibrant social and commercial centre for the Borough and the wider region
- Commercially vibrant with highest rate of business start-ups and highest percentage of VAT registered businesses in Northern Ireland
- Strong evening economy, car based retailing developed, social economy developed
- Proper business incubator established
- Attractive environment with absence of dereliction locally
- Satisfaction with the local public services at over 80%
- Local Strategy Partnership (BB-LSP) working to implement an integrated local strategy so that public services are co-ordinated locally and delivered to a high standard
- Partnership recognised as fair, inclusive and enabling local community, operating efficiently and effectively against N+2 target and with effective representation from business and agricultural sectors
- Number of tourist trips increased from 17,400 in 1999 to 22,703 in 2009 (+3% per annum)
- Tourist expenditure in the Borough increased to £2.5m in 2009 representing a rise of 3% each year from a baseline of £1.9m in 1999
- New hotel development and provision of new tourist attraction in Borough
- Lower rates of income support per household and lower number on long term incapacity benefits
- Crime rates and fear of crime below the N.I. average
- Open space per head of population above the minimum recommended by government and above the N.I. average
- Satisfactory and long term resolution of issue of waste disposal
- Reduced tonnage of waste disposed by the Council to landfill and achievement of government imposed recycling targets set by government
- Full implementation of the Borough Sustainability Strategy
- People actively engaged and involved in citizenship in all its aspects
- Robust and sustainable community and voluntary sectors with good community relations and with migrant workers accepted and welcomed
- Sensitive regeneration of the villages and smaller settlements with development plans drawn up and being implemented in each area
- Full compliance with statutory and regulatory duties across all public services
- Effective implementation of District Police Board requirements under the new PSNI arrangements
- Land Zoned for 1000 new dwellings started or completed over the plan period of 2005-2009 to ease the Borough's housing problems
- Plans released committing to upgrading of the A26 within the Borough
- Widespread farm diversification

APPENDIX A

REVIEW OF PERFORMANCE

THEME/ACTIONS: Lifelong learning and employability:	PERFORMANCE
<p>Establish ACORN in top 10% of LEAs</p> <p>Make education and training more accessible to individuals and communities</p> <p>Identify skills gaps and provide training based on need</p> <p>Provide educational opportunities for young people, lifelong learners</p>	<p>Acorn in top 10% of LEAs</p> <p>Exceed targets; 4-5 training courses completed; last year 152 completed ECDL, 50 qualified in CLAIT, 500 farmers completed courses, 250 participants completed other courses</p> <p>Start-up business course, rural business course, Learn Direct outsourced to local community, AGRI It outsourced, Rural Business Adviser appointed</p> <p>Summer schemes, intervention programmes, youth worker in Our Lady of Lourdes, Youth Council established, Next Step programme building leadership potential, programme for final year students to help enhance their employment potential. 40 registered youth groups with 2910 people attending training courses for young people with potential to be youth leaders; full time youth worker in post</p>

THEME/ACTIONS: Town Centre Development	PERFORMANCE
<p>Develop stronger Town Centre Initiative</p> <p>Attract specialised shops</p> <p>Improve signage</p> <p>Rehabilitate derelict property</p> <p>Attract more restaurants</p> <p>Develop access from riverside park to town</p> <p>Increase residential accommodation in town centre</p> <p>Secure user friendly car park system</p>	<p>Town Centre Project Officer appointed Council, traders and Chamber involved</p> <p>4 new shops established</p> <p>Temporary signage erected for Festivals</p> <p>13 former vacant properties now let, 2 demolished and will be re-developed</p> <p>5 new restaurants established</p> <p>Completed</p> <p>In progress</p> <p>In progress</p>

THEME/ACTIONS: Tourism	PERFORMANCE
<p>Establishment of new TIC</p> <p>Create new products</p> <p>Improve marketing including working with CCG consortium</p> <p>Encourage new guest house provision</p> <p>Attract one new hotel</p> <p>Create new market</p> <p>Promote new cinema</p>	<p>Now open; figures up from 1914 to 2384</p> <p>Bike fest held, NW 200 to run again, food festival organised, feasibility study completed on fishing stands, summer walks programme, cycleways developed</p> <p>In progress; new brochures and stands developed; shopping centre promotions in Belfast and other parts of UK</p> <p>Bednights up from 6498 to 7218</p> <p>Drumaheglis up from 822 vans with 3284 people to 974 vans with 3900 people</p> <p>52,000 people through park in 2004</p> <p>Edge Water Ski school up from 2975 to 4500 users</p> <p>Benvardeen Gardens up from 3885 to 4800</p> <p>Causeway Cheese company up from 500 to 800</p> <p>Finvoy Fun Farm had 5000 visitors on 2004</p> <p>In progress</p> <p>Not yet achieved</p> <p>Achieved</p> <p>Not yet achieved</p>

THEME/ACTIONS: Agriculture	PERFORMANCE
<p>Maintain livestock market</p> <p>Create new on farm businesses</p> <p>Integrate support for community businesses into ACORN centre</p>	<p>Market retained</p> <p>Programme to create new on farm businesses delivered 45 new on farm businesses; 74 new on farm employees</p> <p>Farm diversification training took place</p> <p>In progress</p>

THEME/ACTIONS: e-COMMERCE	PERFORMANCE
Raise awareness	Partnership established with four councils to hold joint awareness sessions and lobbying
Secure broadband	Secured

THEME/ACTIONS: Environment	PERFORMANCE
Promote planting of native trees	500 trees planted in Borough
Create more wildlife green spaces and corridors	Projects at Toberdoney Well, Cloughmills bio-project, Kates Spoot, Ballybogey, Knockahollett Wildlife Garden, Carnany Health and Environmental Trail, Wild about Carnany, Riverside Park, Dervock, Glebeside Pocket Parks, Stranocum
Improve the environment	All villages and community based associations take part in Awards scheme
Promote best environmental farming practice	Work with Loughgiel Farmers on energy efficiency, renewable energy; 3 farmers erected wind turbines
Encourage reductions in water consumption, household waste	500 “Hippos” distributed ARENA Network working with 12 businesses on environmental management
Increase energy efficiency	Tonage of mixed municipal waste reduced fromn 20,305 tonnes to 11,445 tonnes Home composting being promoted; 500 units sold for use in 2005/06 Loughgiel Millennium Centre energy challenge scheme 5 domestic energy efficiency programmes
	Fuel poverty steering group established as Ballymoney is revealed by NIHE as 3 rd worst area in Northern Ireland

THEME/ACTIONS: Health and well- being	PERFORMANCE
<p>Establish health care initiatives and partnerships</p> <p>Develop interventions which reduce barriers to healthy lifestyles and improve access to services</p>	<p>Investing in Health Partnership formed</p> <p>Developing lobbying skills through working with voluntary and community sector and people with disabilities</p> <p>Public consultations</p> <p>Tobacco action Plan, smoking cessation clinics, campaigning to vote for smoking ban in public places</p>

THEME/ACTIONS: Community Infrastructure	PERFORMANCE
<p>Enable groups to develop skills</p> <p>Establish networks</p> <p>Develop community relationships through innovative ways of creating harmony</p> <p>Increase participation levels in community work and volunteering</p>	<p>Groups participating in capacity building programmes</p> <p>3 have had best practice visits</p> <p>Ballymoney Community Network established; community newsletter and website</p> <p>1 new cross-community project</p> <p>2 new groups formed</p> <p>5 information seminars held</p>

THEME/ACTIONS: Young people	PERFORMANCE
<p>Provide increased social activities</p> <p>Provide childcare and children's services</p>	<p>40 youth groups, 2910 membership</p> <p>2 after school clubs with 41 places formed</p> <p>690 childcare places including 490 through childminders, 207 through pre-school playgroups, 75 registered childminders; 93 full time and 52 part-time nursery places</p>

THEME/ACTIONS: Promote social inclusion	PERFORMANCE
<p>Ensure all services are inclusive of people with disabilities, continue to raise awareness of disability</p> <p>Ensure accessible transport is available</p> <p>Tackle root causes of community tensions: alcohol, drugs, domestic violence, child abuse, reducing crime, fear of crime, anti-social behaviour</p>	<p>Disability awareness training offered, empowerment group</p> <p>Work with carers group in terms of delivery of services</p> <p>More people included and encouraged to be in the workplace</p> <p>Working group on community transport</p> <p>Community Safety Partnership formed, 6 community safety projects, community safety co-ordinator appointed, community safety audit completed, funding awaited for community safety initiatives, community safety strategy completed, working on action plan.</p>

APPENDIX B

Those documents consulted in the production of the Integrated Local Strategies:

Ballymoney Borough Council Building Sustainable Prosperity Programme – Local Economic Development Action Plan

Ballymoney Borough Council Community Support Plan

Ballymoney Borough Council Strategic Cultural Plan (1997 – 2002)

Ballymoney Borough Strategy 2000-2005

Ballymoney Borough Sustainability Strategy

Carnany Action Plan

Cloughmills Community Action Plan

Community Relations Strategy

Community Safety Consultative Strategy

Essential Skills for Living Strategy & Action Plan

EU Structural Funds Programme

Investing for Health Strategy

Lifelong Learning Strategy

Measures of Deprivation in Northern Ireland (Noble Index)

North Antrim Farmers Development and Action Plan

Northern Area Plan 2016

Northern Board New TSN Action Plan

Northern Ireland Policing Board Corporate Plan 2002 –2005 (District Policing – Code of Practice)

Programme for Government

Rasharkin Community Association Development Plan 2001

Regional Development strategy

Shaping our Future

Strategy 2010