

# OUR PLAN FOR GROWTH & CONNECTING

Corporate Plan - 2018/2022 and Beyond



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# Introduction

**WE HAVE AN  
AMBITIOUS VISION  
FOR OUR AREA AND  
THIS PLAN SETS  
OUT WHERE OUR  
COUNCIL AND OUR  
COMMUNITY WANT  
TO BE BY 2032 AND  
BEYOND**

These are challenging times for people and government. Money is tight for families and for public services. The political and economic implications of Brexit are uncertain. Given these and other challenges we are confident that this is the time for Lisburn & Castlereagh City Council to take a lead, to build on the strategic potential of our area and seize the opportunities available to meet and exceed the expectations of our community.

We will build on the many reasons to live, visit and invest here – the quality of life, schools, hospitals



**The Right Worshipful the Mayor Councillor Tim Morrow**



**Dr Theresa Donaldson Chief Executive**

and other services, low domestic and business rates, a skilled workforce, excellent road, rail and air links. Our location makes us

- the ideal place for businesses looking to access national and international markets.
- the ideal place for families to live, work and play.

Whilst one of the most prosperous Council areas, we also have citizens in need. Our success will create new opportunities for individuals, families and communities.

Our corporate plan supports the Programme for Government aimed at improving wellbeing for all – by tackling disadvantage and driving economic growth. We are committed to play a leading part in supporting regional priorities such as those in the Regional Development Strategy. Delivery serves the prosperity and wellbeing of the whole region.

This Plan provides a focus for staff, elected members and partners, making connections across the wide range of our responsibilities and coordinating our efforts to deliver better

lives for all. It connects to other plans; the Community Plan, the Local Development Plan and the Performance Improvement Plan, all of which contribute to delivery of the vision for the Lisburn & Castlereagh City Council area.

We are embarking on a programme of internal transformation to meet the challenges ahead. In all that we do we will be guided by our values; respect, honesty, excellence, accountability, leadership, and equality.

**WE ARE UP FOR CHANGE.  
WE ARE CHANGING.  
WE INVITE YOU TO WORK WITH US.  
IT'S TIME TO CONNECT  
AND CHANGE TOGETHER.**

# About the Corporate Plan

**THE CORPORATE PLAN DESCRIBES A DIFFERENT AND BETTER FUTURE FOR THE PEOPLE OF THE LISBURN & CASTLEREAGH CITY COUNCIL AREA**

It sets out how we will move forward over the next four years and beyond. The Plan guides the work of the council and our staff.

The Plan takes account of the outcomes set in the draft Programme for Government and ambitions in the Regional Development Strategy. The relationship between plans is illustrated opposite:

Within our Corporate Plan you will find an explanation of:

## **OUR PURPOSE**

**‘Working together to deliver better lives for all’.**

## **OUR VISION**

**To be ‘a progressive, dynamic and inclusive council, working in partnership to develop our community and improve the quality of people’s lives’ and the values we operate by’.**



# Our Values

**OUR VALUES REQUIRE HIGH STANDARDS OF BEHAVIOUR FROM STAFF AND MEMBERS AS WE GO ABOUT OUR WORK AND ALSO AFFIRM HOW WE WANT TO BE TREATED BY OTHERS**

## **Respect**

Demonstrating respect for our people in our attitudes, behaviours and working relationships.

## **Excellence**

Taking pride in our work and being passionate about the standards we strive to achieve.

## **Leadership**

Exercising creativity and selflessness in civic and collective leadership.

## **Honesty**

Acting with integrity and selflessness at all times and adhering to Codes of Conduct.

## **Accountability**

Being accountable to the public for our decisions and actions, acting transparently and with openness to scrutiny.

## **Equality**

Acting inclusively and with fairness; promoting equality of opportunity and protecting people from discrimination.





# Our area and our people

## THE LISBURN & CASTLEREAGH CITY COUNCIL AREA

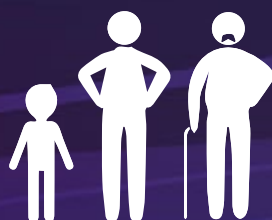
Stretching from the shores of Lough Neagh in the west to the hills above Dundonald in the east and from the Belfast Hills in the north to the source of the River Lagan in the south.

The area is strategically located on two key transport corridors; North-South and East-West.





# Our area and our people *continued*



## Population:

Our population is growing. From mid-2003 onwards, the total net migration has remained positive, with more people coming into the area than leaving. The population of our area is estimated to grow from 140,205 in 2015 to 158,618 in 2030, a projected increase of 13%. The total number of households is predicted to rise by 13% by 2025 and 18% by 2030. At the 2011 Census, there were 52,648 households in the Council area.

## Age:

In 2015, 20% of children were aged 0-15 years, 30% of people aged 16-39 years, 33% aged 40 – 64 years and 17% aged 65 years and older. The population of the Council area aged 65 and over will increase by 9% by 2025 and 13% by 2030.

## Services:

There is a wide range of services within our area including three hospitals; 40 primary schools; nine post primary schools; five special schools and three prisons.



### **Economy:**

The biggest sectors in 2015 were agriculture, forestry and fishing, construction, and professional, scientific and technical sectors.

Employment: 75% of the working age population are economically active (NI average is 72%). 22% of employee jobs are in health and social care activities, 21% in retail, wholesale and motor trade, 9% in manufacturing and 5% in construction (2013).



### **Tourism:**

In 2014 22% of visitors to LCCC came from within Northern Ireland, 50% from GB, 11% were other European and 9% North America accounted for respectively. Popular visitor attractions included the Dundonald Ice Bowl, Island Arts Centre and Hillsborough Courthouse. Historic Royal Palaces has taken on the management of Hillsborough Castle and plans to transform the Castle into an inspirational visitor destination are well underway. The Castle will open to the public in summer 2018.



### **Diversity:**

67% of our population are/were brought up as Protestant or other Christian, 24 % Catholic, 8% other and 1% none (2011 Census).

For further information about our people see the Baseline Report at:  
[www.lisburncastlereagh.gov.uk/Baseline\\_Report\\_\(Final\).pdf](http://www.lisburncastlereagh.gov.uk/Baseline_Report_(Final).pdf)

## OUR PURPOSE

As a Council we are committed to

**WORKING TOGETHER  
TO DELIVER BETTER  
LIVES FOR ALL**

### We will achieve this by

- Delivering a range of high quality, cost effective local services to meet the needs of people and enhance their quality of life.
- Working collaboratively with our partners to secure improvements in social, economic and environmental wellbeing throughout our area.
- Leading and engaging with people to provide added value/quality services. Providing local government, advocacy and advice for people.
- Planning and delivering a better future for our area.



For more information on our services see [www.lisburncastlereagh.gov.uk](http://www.lisburncastlereagh.gov.uk)

## OUR VISION – 2022 AND BEYOND

Lisburn & Castlereagh City Council will be a connected, growing city recognised locally and regionally as a progressive, dynamic and inclusive council working in partnership to develop our community and improve the quality of people’s lives.

### OUR VISION IS TO ACHIEVE FIVE KEY OUTCOMES FOR PEOPLE

Each outcome is linked to a Strategic Theme. The five themes and their outcomes are noted below:

1. Leading Well	Our community has confidence in civic leadership.
2. Our Economy	We benefit from a growing and vibrant economy.
3. Health and Wellbeing	We live healthier, more fulfilling and longer lives.
4. Where we live	We live in resilient and environmentally friendly places.
5. Our Community	We live in empowered, harmonious, safe and welcoming communities.



**THE FOLLOWING PAGES DESCRIBE THE CORPORATE PRIORITIES UNDER EACH THEME. ACHIEVEMENT OF THE PRIORITIES WILL CONTRIBUTE TO THE OUTCOME SET. THE THEMES ALIGN WITH OUR COMMUNITY PLAN AND WITH OUR LOCAL DEVELOPMENT PLAN.**



# Strategic Theme No 1 – Leading Well

**Outcome: Our community has confidence in civic leadership.**

Leading well involves providing strong, connected, civic leadership with clear purpose, focus and accountability. Community confidence in us will build further as we empower communities through delivery of our plans, openness in our decision making and effective communication with our public, staff and partners.

## Corporate Actions - We will

- i.** Lead a Programme of Transformation to deliver an ambitious future for our area.
- ii.** Deliver high quality, cost effective services that meet people’s needs making use of new approaches to continual improvement, innovation and performance management.
- iii.** Deliver a suite of sustainable plans, including our Investment Programme, Financial Plan, Workforce Plan and Estates Plan.
- iv.** Be resilient in emergency situations providing leadership for our community.
- v.** Create an organisational culture that reflects the values of the Council by developing staff and empowering leaders at all levels to support collaborative working and collective decision making.
- vi.** Embrace the use of digital technology to improve efficiency and increase customer access to services.

## Indicators of Success

- Plans developed and agreed by Council in line with timetable.
- Evaluation of Staff Survey feedback.
- Investors in People standard.
- Publication of Annual Report.

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# Strategic Theme No 2 - The Economy

**Outcome:** We benefit from a growing and vibrant economy.

We want our council area to be the preferred place to do business, the number one choice for investment in Northern Ireland. We aim to grow the integrated economy by promoting our ambition, our unique location on the North-South economic corridor, access to a talented and skilled workforce, competitive costs and supporting infrastructure.

## Corporate Actions - We will

- i. Promote an ambitious investment programme prioritising key infrastructure projects to attract new employers and grow the prosperity of the Council area.
- ii. Engage with local, regional, national and international organisations, businesses and partners to access funding opportunities, increase employment and drive sustainable economic growth in our urban and rural areas.
- iii. Build on our reputation as a place to visit, promoting the natural and historic assets of our city, towns, villages and countryside to attract greater numbers of international and national tourists.
- iv. Help education and training providers to equip our local workforce with the right skills to secure employment or start a business.

## Indicators of Success

- Number of jobs promoted through business start-up activity.
- Number of new businesses linked to start up activity.
- Visitor trips per annum.
- Visitor spend per annum.

# Strategic Theme No 3 - Health and Wellbeing

**Outcome:** We live healthier, more fulfilling and longer lives.

We want our children and young people to have the best start in life and our older people to celebrate later life. We will work with our partners making our unique contribution to improve the physical, mental and social wellbeing of our communities.

## Corporate Actions - We will

- i. Deliver an attractive range of programmes to encourage people of all ages and abilities to participate in and enjoy regular physical activity, sustaining good physical and mental health.
- ii. Provide safe, accessible leisure and sports facilities, endorsing pathways to sports for all.
- iii. Promote employee health and wellbeing.
- iv. Work with partners to build the capacity of community groups and sports clubs to attract more people of all ages to participate in sport.
- v. Be proactive in our roles to protect the vulnerable in our community from harm i.e. misuse of sunbeds, substance abuse, online exploitation, bullying and accidents in the home.
- vi. Work collaboratively to make our communities age friendly, reducing social isolation and enhancing the quality of life for all.

## Indicators of Success

- Number of people using key sites across the Council area.
- Number of people engaged in council programmes.
- Number of customer care enquiries responded to within five working days.
- Reduction in staff absence.

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# Strategic Theme No 4 - Where we live

**Outcome: We live in resilient and environmentally friendly places.**

We want to attract more people to our area to live, work and enjoy leisure time with family and friends by improving further the appeal of the area and growing sustainable employment opportunities.

## Corporate Actions - We will

- i. Work with our partners to agree and implement an ambitious Local Development Plan for the future development of our area. The Plan will make clear our intentions and guide decisions for sustainable, high quality design, development and regeneration of urban and rural areas to meet the needs of all.
- ii. Promote sustainable tourism and use of our natural environment, open spaces and waterways, with improved facilities.
- iii. Support a shift to sustainable transport of all types, enhancing access to local amenities.
- iv. Work with residents, businesses and partners to reduce energy consumption, increase recycling and encourage community clean-ups.
- v. Work with partners to secure a reduction in dog fouling, graffiti and litter.

## Indicators of Success

- Meet the published timetable for stages of the Local Development Plan.
- Percentage of household waste collected that is sent for recycling.
- Amount of biodegradable municipal waste that is landfilled.
- Average processing time of major planning applications.
- Average processing time of local planning applications.

# Strategic Theme No 5 - Our Community

**Outcome: We live in empowered, harmonious, safe and welcoming communities.**

We want to grow the pride, social cohesion, self-help and capacity of all our communities, increasing economic, social and environmental wellbeing.

## Corporate Actions - We will

- i. Lead and facilitate the next phase of Community Planning, working effectively with our partners to grow community wellbeing.
- ii. Promote volunteering and participation in public and community life (arts, culture and sport) growing community ownership and management of local assets and facilities.
- iii. Work with partners to create the social conditions and environments that will strengthen community confidence and provide support for people who need it, including developing a series of Community Hubs as a focus for active citizenship, local volunteering and civic activity.
- iv. Encourage inclusivity and equality of opportunity across our community, promoting the benefits of a diverse society, celebrating culture and good relations between people of different backgrounds and identities.

## Indicators of Success

- Number of people engaging in arts and community services (increased footfall).
- Percentage of people satisfaction with Council facilities.
- Percentage of overall satisfaction with council courses and programmes.
- Evaluation of Community and Stakeholder Engagement.

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# Our Four Year Investment Priorities

Over the period of the Corporate Plan we will invest in the following priorities:

- i.** Redevelop the Dundonald International Ice Bowl, pursuing plans for further phases of development with partners.
- ii.** Prioritise the development of the Knockmore Link Road as the key piece of infrastructure required to unlock the development potential of west Lisburn.
- iii.** Advocate for investment in a new rail halt at Knockmore, enhancing local and regional connections to the International Airport.
- iv.** Promote and encourage appropriate development at the Maze Long Kesh site to reflect its status as a 'Strategic Land Reserve of Regional Importance'.
- v.** Protect and enhance the 'Regional Significance' of Sprucefield and encourage expansion of its retailing role.
- vi.** Support initiatives that improve our digital infrastructure.
- vii.** Support the development of a new hotel in Lisburn City Centre.

**Achievement of the above will be a further indicator of progress towards our longer term vision.**

## Delivery of our Corporate Plan

Our Corporate Plan provides a framework for the work of all staff within the Council. Over the four year period we will work to deliver on the corporate priorities described.

We will translate the priorities into Departmental and Unit Work plans. Unit Work plans will be action focused and meaningful to the staff delivering across our wide range of services. Priorities will inform individual job roles.

Each year an Annual Report will come before the council advising on progress against planned activity. The indicators

noted within the Plan will form a baseline for reporting on progress.

**THERE WILL BE A CLEAR LINE OF SIGHT FROM THE COUNCIL CHAMBER TO FRONTLINE DELIVERY, AND ALL OF OUR STAFF.**





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# Our Longer Term Vision

## - 2032 and Beyond

Delivery of our vision to be a progressive, dynamic and inclusive council, working in partnership to develop our community and improve the quality of people's lives, will be signalled by visible changes in our council area. These will include the following:

1. Recognition of our area as a resilient regional economic hub with increased commerce through retail, industry, entertainment and tourism across the area.
2. Regionally significant facilities around the redeveloped Dundonald International Ice Bowl.
3. A Knockmore Link Road unlocking the development potential of West Lisburn.
4. A new rail halt at Knockmore, offering further opportunities for business and economic growth and enhancing local and regional connections to the International Airport and beyond.
5. An integrated travel network connecting walking, cycling, cars and public transport.
6. A growing, structured and attractive open environment that will include a Greenway at Carryduff and the Lagan Navigation system.
7. Successful development at the Maze Long Kesh site reflecting its status as a 'Strategic Land Reserve of Regional Importance'.
8. An expansion of retailing at Sprucefield enhancing its regional significance and securing economic resilience for the area.
9. Hillsborough Castle as a leading regional tourist destination drawing visitors to a range of other historic and natural attractions in our area.
10. An improved hospitality sector including a new hotel in Lisburn City Centre with a better tourism offering and strong business services.
11. A vibrant network of local community hubs within a quality environment for health and wellbeing, education, cultural and community activities.
12. A range of housing (social and private) with appropriate services to meet the needs of residents throughout the Council area.

## Other Key Plans

Our priorities have been developed taking account of other local and national plans. These include:

### Programme for Government (PFG)

The draft Programme for Government sets out the ambition the Northern Ireland Executive has for our society. The ambitions are generational in nature and intended to address the big issues facing society and to make a difference to the things that matter most to people. Achievement of the ambitions described requires a system that works across boundaries, organisations, groups and communities for the common good.

### Regional Development Strategy

RDS 2035, Building a Better Future - the Regional Development Strategy is the spatial strategy of the

Northern Ireland Executive. Its purpose is to deliver the spatial aspects of the Programme for Government. It provides an overarching strategic planning framework to facilitate and guide the public and private sectors.

### Lisburn and Castlereagh Community Plan 2017/2032

Community Planning brings together all those involved in delivering public services and the community to develop and implement a shared vision for promoting social, economic and environmental wellbeing for everyone who lives and works in Lisburn and Castlereagh. Through partnership the Plan jointly delivers better outcomes for everyone.

### Local Development Plan

The Local Development Plan aims to influence sustainable communities through appropriate city, urban and rural growth and development. It will be a 'spatial' representation of the Community Plan.-

### Performance Improvement Plan

An annual plan setting out what LCCC will do in the year ahead to deliver on its statutory duty to secure continuous improvement. The Plan describes the Improvement Objectives set for the year.

### Annual Report

An annual report of progress against the objectives set in the Corporate Plan.



