

Title of Report:	Development of New Council Corporate Strategy
Committee Report Submitted To:	Corporate Policy and Resources Committee
Date of Meeting:	25 August 2020
For Decision or For Information	For Decision

Linkage to Council Strategy (2019-23)	
Strategic Theme	Innovation and Transformation
Outcome	Provision of services in more accessible and efficient ways
Lead Officer	Director of Corporate Services

Budgetary Considerations	
Cost of Proposal	£10,000
Included in Current Year Estimates	YES
Capital/Revenue	Revenue
Code	
Staffing Costs	0

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date:
	EQIA Required and Completed:	Yes/No	Date:
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date:
	DPIA Required and Completed:	Yes/No	Date:

1.0 Purpose of Report

- 1.1 A Corporate Strategy (Corporate Plan) was previously developed for Causeway Coast and Glens Borough Council for the period 1st April 2015 to 31st March 2019. A copy of the previous Corporate Strategy can be found [here](#).
- 1.2 A new Corporate Strategy is therefore required, particularly as a new Council was elected in May 2019.
- 1.3 The aim of the Corporate Strategy is to enable the Council to define and agree its priorities and strategic direction for the next four years.

2.0 Background

- 2.1 In 2017 a Community Planning Strategic Framework was developed for the Causeway Coast and Glens area – a copy of this Framework can be found [here](#). This document put in place a long term vision and plan for the area based on an analysis of needs, priorities and opportunities within the Causeway Coast and Glens area. This Community Plan has been supported by a Delivery Plan (a copy of this document can be found [here](#)) with a Statement of Progress on the delivery of the Community Planning outcomes published in November 2019 (copy available [here](#)).
- 2.2 The guidelines for community planning envisage the local Community Plan acting as the key over-arching framework for all community planning partners. In Causeway Coast and Glens there are 14 statutory organisations/partners, including the Council, involved in the community planning process and the anticipation is that the local Community Plan will be taken as the starting point by all statutory partners when developing their own organisational strategies and plans.
- 2.3 A process for the development of the new Council Corporate Strategy has been on-going for some time with a development process established and agreed by the senior management team. Initial research work on gathering qualitative and quantitative evidence in relation to Causeway and Glens Borough Council area was undertaken as the first stage in this process
- 2.4 The second stage was to initiate an internal consultation process to gather views and comments on the contents of a new Corporate Strategy. This was to start with a workshop for Councillors but, unfortunately, for various reasons this workshop did not take place until Saturday 29th February 2020.

3.0 Proposals

- 3.1 The six Councillors who attended the workshop explored and generated ideas for a new Vision for Causeway Coast and Glens Borough Council; considered the Council's Mission Statement; identified values that should underpin the work of the Council; and considered high level strategic themes for the new Corporate Strategy.

3.2 The Senior Leadership Team (SLT) reviewed and made suggestions in relation to the outcomes of the Councillor Workshop and the out-workings of the workshop discussions and the SLT discussions are attached as **Appendix 1** for consideration by the Committee.

3.3 In order to progress work on the development of the Corporate Strategy the following options are suggested for consideration by the Committee:

- The Committee accepts the suggestions as outlined in Appendix 1 and utilises these suggestions to draft a Corporate Strategy for Council which would be brought back to the Committee for further consideration.
- A further workshop for Councillors is arranged in order to broaden discussion and develop the draft attached as Appendix 1.
- Circulate the attached draft to all Councillors seeking further contributions and ideas from them which could then be developed into a further draft for consideration.

4.0 **Recommendation**

It is recommended that the Corporate Policy and Resources Committee recommends to Council the most appropriate option in order to progress work on the Council's Corporate Strategy.

DRAFT CORPORATE STRATEGY 2020 - 2024

VISION STATEMENT

Maximise the benefits of our unique location and landscape by providing accessible, efficient and sustainable services fulfilling local and visitor expectations

MISSION STATEMENT

Improve the quality of life for our citizens and visitors by:

- Providing effective, accessible and sustainable local public services
- Improving economic prosperity
- Ensuring local communities are at the heart of decision making
- Protecting, promoting and enhancing our unique natural environment and assets
- Advocating for the area and our citizens in local and international arenas

VALUES

OUR VALUES	We will make these meaningful for our people by:
FAIRNESS	<ul style="list-style-type: none">• Creating a culture where everyone is treated fairly and with respect• Making decisions based on evidence, need and equality
EXCELLENCE	<ul style="list-style-type: none">• Achieving the highest standards in our service delivery• Holding ourselves and others to account.
SUSTAINABILITY	<ul style="list-style-type: none">• Ensuring our unique natural environment and other assets are enhanced and protected• Utilising partnerships to improve the quality of life for our residents
EMPOWERMENT	<ul style="list-style-type: none">• Supporting our people to reach their full potential in their role within Council• Supporting and facilitating communities to provide services and activities in their local areas
IMPROVEMENT	<ul style="list-style-type: none">• Using our resources as efficiently as possible to deliver value for money for our ratepayers.• Create a culture of continuous improvement.

STRATEGIC PRIORITIES

Strategic Theme	We will achieve these outcomes by 2024	Key Indicators
Cohesive Leadership	We will make our Council into one unit, ensuring terms and conditions, culture and legacy arrangements are modified, and we are finally one unit as a Council, one corporate body accountable to our electorate.	
Local Economy	<p>We will work directly and through our facilitation, lobbying and partnership roles to address specific Borough issues in the areas of:</p> <ul style="list-style-type: none"> • Infrastructure (including Housing) • Low wages • Tourism • Town centres • The ‘Growth Deal’ <p>Supporting business development and growth</p> <p>Specific focus needed on investment in:</p> <ul style="list-style-type: none"> • Supporting tourism • Addressing coastal erosion • Roads and public/community transport • Housing • Sewerage • Electricity • Broadband 	

<p>Improvement and Innovation</p>	<p>The Council will continuously examine and introduce ways to provide services in more accessible and efficient ways;</p> <p>The Council will embrace new technologies and processes where they can bring about better experiences for citizens and visitors.</p>	
<p>Healthy and Engaged Communities</p>	<p>Respond and help communities to recover from the Covid-19 pandemic.</p> <p>Council will advocate on behalf of communities for affordable and social housing.</p> <p>Council will provide recreational facilities to enable citizens to participate in physical activities.</p> <p>Council will work to develop and promote stable and cohesive communities and to build and sustain relationships with the Community and Voluntary sector.</p> <p>Council will promote community health and well-being and will work to support healthy choices and improved physical health and mental well-being.</p> <p>Council will work to promote increased public safety within the community.</p> <p>Council will support interventions which address poverty in the community, particularly food poverty.</p>	

**Climate
Change
and our
Environment**

Our citizens will be given the maximum opportunity to enjoy our natural environments

Council will:

- Take steps to reduce emissions
- Plant more trees
- Protect natural assets and attractions