



**Causeway
Coast & Glens
Borough Council**

**CORPORATE SERVICES
DIRECTORATE**

**DEMOCRATIC AND CENTRAL
SERVICES**

BUSINESS PLAN 2022-2023

PURPOSE OF THE PLAN

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

STRATEGIC THEMES/FUNCTIONS

Democratic Services

- Ensure the management and administration of the democratic process and formal meetings to meet legal and constitutional requirements.
- Provision of support for Mayor and Elected Members and managements of Council's civic and ceremonial events.
- Ensure the provision of an efficient corporate support service including the development of Council's customer service framework and complaints tracking process.
- Co-ordination of local elections.

Land and Property

- Responsible for the strategic, operational and administrative management of the Council's Land and Property portfolio.

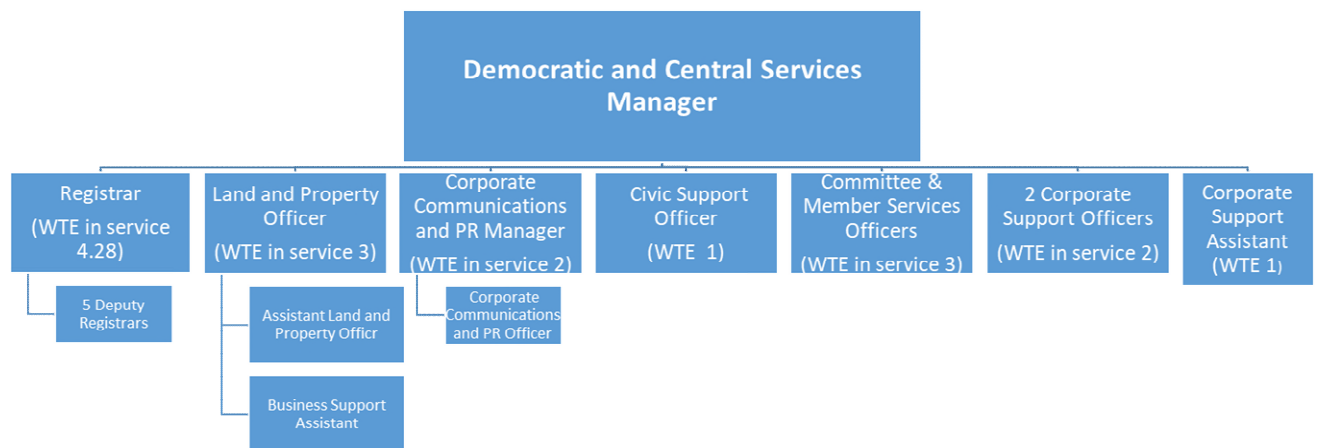
Registration and Cemeteries Administration

- Provision of service relating to the conduct of marriages and civil partnerships and the registration of births and deaths
- Delivery and development of Council's Cemeteries Administration service.

Corporate Communications

- Promote a positive image of the Council through the development and implementation of a Corporate Communication and Engagement Strategy.

DEMOCRATIC AND CENTRAL SERVICES ORGANISATIONAL STRUCTURE



SWOT ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> • Committed, loyal, reliable and dedicated team. • Relative stability of team with a number of experienced, skilled and knowledgeable officers. • Flexibility at times of emergency • Good relationship and rapport with elected members and senior officers. • Team Working/Strong team • Diverse Functions/Broad range of 	<ul style="list-style-type: none"> • Insufficient budget to effectively resource department. • Delivering a wide range of civic/corporate services through a small team. • Gap between strategy and operational delivery.

<p>services provided corporately.</p> <ul style="list-style-type: none"> • Quality and consistency of work. • Clear Roles. • Wide remit of support provided to members. 	
<p>Opportunities</p> <ul style="list-style-type: none"> • Empower members by building capacity through member development. • Maximise use of technology/technological improvements e.g Members' Portal, use of GIS in Land and Property team; recording of corporate complaints. • Staff capacity building. • Improved cross departmental working. • Be a point of contact for elected members. • Format of minutes. 	<p>Threats</p> <ul style="list-style-type: none"> • Legal challenge and reputational damage as a result of council decision making. • Volume of work in all sections. • Timely receipt of report and agenda items. • Inconsistency in interpretation to policies. • Organisation reviews/change and impact on established teams. • Loss of staff through illness or retirement. • No succession planning.

STRATEGIC AIMS OF THE SERVICE

Aligned with the following Council Strategic Aims and Objectives:

Cohesive Leadership • Improvement and Innovation • Healthy, Active and Engaged Communities • Climate Change and Our Environment

STRATEGIC OBJECTIVES OF THE SERVICE

1. Complete programme of work to modernise and strengthen democratic services.
2. Ensure the capacity of Elected Members is maximized.
3. Deliver improved customer satisfaction by improving communications, customer support services and processes and provision of effective communication within Council that generates positive profile on all Council services.
4. Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

Strategic Objective

1. Complete programme of work to modernise and strengthen democratic services.

Link to Corporate Aims and Objectives

Leader and Champion

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators
Provide effective and compliant committee services to support officers and Elected Members in decision making process.	51009 + budget required, tbc, for online upgrade	Permanent	<ul style="list-style-type: none"> • Upgrade of online access to agendas, papers - report presented to Committee. • 100% agendas published at least 5 days prior to date of meeting. • 95% minutes published within 5 working days of the date of the meeting. • 95% audio recordings uploaded within 2 days • 95% Council meeting actions/decisions lists published within 5 working days.
Establish a high performing team which can support officers, Mayor and Elected Members with the provision of specialist support and guidance.	51009 + budget following review tbc	March 2023	<ul style="list-style-type: none"> • Structure of department reviewed, and report presented to Committee. • Member satisfaction survey conducted. • Number of Mayoral engagements and Civic Events delivered.

Strategic Objective

2. Ensure the capacity of Elected Members is maximized.

**Link to Corporate Aims and Objectives
Leader and Champion**

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators
NI Charter status for Elected Member Development progressed.	£8,000	March 2023	<ul style="list-style-type: none"> • Award of NI Charter for Elected Member Development¹. • Member Induction Programme developed and adopted. • 85% engagement with Elected Member Development Programme². • 1 day (=6 hours) on average per Elected Member spent on training.

¹ Assessment for Charter Status November 2022

² Source: Corporate Strategy 2021-2025

Strategic Objective

3. Deliver improved customer satisfaction by improving communications, customer support services and processes and provision of effective communication within Council that generates positive profile on all Council services.

Link to Corporate Aims and Objectives

- **Leader and Champion**

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators
Effective management of corporate complaints process.	-	March 2022	<ul style="list-style-type: none"> • 0.37 complaints received per 1,000 head of population. • 18 working days to successfully conclude a complaint. • 75% of complaints rectified within target time. • 1 Citizens' Newsletter issued annually. • 20 press releases and daily social media activity on corporate Facebook and Twitter monthly target. • Placements secured = Positive monthly Advertising Value Equivalent figure • 4 meetings of Communications Liaison Group held.
Provide effective media management and communication by increasing PR presence at Council and Committee meetings and increasing proactive communication following each meeting.	-	Permanent	
Closer liaison with service areas through regular meetings of the Communication Liaison Group.	-		

Strategic Objective

4. Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators
Maximise value of Council's land and property assets in line with Council's Asset Management Strategy and Land and Property Policy		Ongoing	<ul style="list-style-type: none"> Quarterly report on progress of commercial lease renewals presented to Land and Property Sub-Committee.
		March 2023	<ul style="list-style-type: none"> Review of Land and Property Policy completed

Strategic Objective

5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

Link to Corporate Aims and Objectives
Leader and Champion

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators
Provide effective and compliant Registration services in accordance with GRO legislation		Permanent	<ul style="list-style-type: none"> Cost of Registration Service per head of population

Strategic Objective

5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

Link to Corporate Aims and Objectives

Leader and Champion

Review reporting arrangements for cemetery administration within Council.		March 2023 at latest	<ul style="list-style-type: none">• Review complete and report presented to Council.
Revision of resource fees set by Council for ceremonies.		March 2023	<ul style="list-style-type: none">• Report presented to Council for approval.



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**CORPORATE SERVICES
DIRECTORATE**

**DEMOCRATIC AND CENTRAL
SERVICES**

***BUSINESS PLAN 2021/2022
Annual Review***

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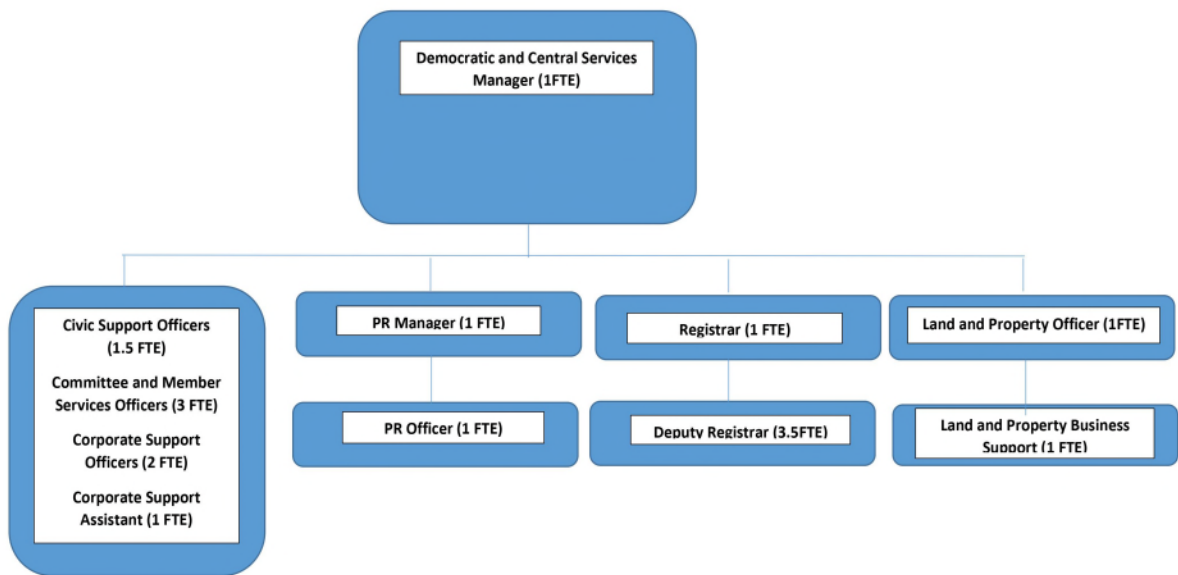
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<p>Opportunities</p> <ul style="list-style-type: none"> • Empower members by building capacity through member development. • Maximise use of technology/technological improvements e.g Members' Portal, use of GIS in Land and Property team; recording of corporate complaints. • Staff capacity building. • Improved cross departmental working. • Be a point of contact for elected members. • Format of minutes. 	<p>Threats</p> <ul style="list-style-type: none"> • Legal challenge and reputational damage as a result of council decision making. • Volume of work in all sections. • Timely receipt of report and agenda items. • Inconsistency in interpretation to policies. • Organisation reviews/change and impact on established teams. • Loss of staff through illness or retirement. • No succession planning.

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4. Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.
5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

Strategic Objective

1. Complete programme of work to modernise and strengthen democratic services.

**Link to Corporate Aims and Objectives
Leader and Champion**

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	End of year update
Provide effective and compliant committee services to support officers and Elected Members in decision making process.	51009	Permanent	<ul style="list-style-type: none"> 100% agendas published at least 5 days prior to date of meeting. 	100% published at least 5 days prior to date of meeting. Statutory requirement and in accordance with Council's Standing Orders.
			<ul style="list-style-type: none"> 95% minutes published within 5 working days of the date of the meeting.¹ 	32% published within 5 working days of the date of the meeting.
			<ul style="list-style-type: none"> 95% Council meeting actions/decisions lists published within 5 working days. 	Target not met - to be reviewed in 2022/2023.
Establish a high performing team which can support officers, Mayor and Elected Members with the provision of specialist support and guidance.	Within existing staffing budget 51009	March 2022	<ul style="list-style-type: none"> Member satisfaction survey conducted with 70% satisfaction rate filled. 	To be conducted before March 2022.
			<ul style="list-style-type: none"> Number of Mayoral engagements and Civic Events delivered. 	380 (At 30/9/2021 = 210) engagements and events held/attended/facilitated in period including NI Centenary and Platinum Jubilee projects Conferment of Freedom on RAF

¹100% Audio recordings uploaded within 2 days.

Strategic Objective				
1. Complete programme of work to modernise and strengthen democratic services.				
Link to Corporate Aims and Objectives				
Leader and Champion				
			<ul style="list-style-type: none"> 2 vacant posts in structure permanently filled. 	Complete.

Strategic Objective				
2. Ensure the capacity of Elected Members is maximized.				
Link to Corporate Aims and Objectives				
Leader and Champion				
Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	End of year update
NI Charter status for Elected Member Development progressed.	£8,000	March 2022	<ul style="list-style-type: none"> 4 meetings of Elected Member Steering Group held annually. 	4 meetings scheduled/3 held ²
			<ul style="list-style-type: none"> 1 Training Needs Analysis completed. 	Completed.
			<ul style="list-style-type: none"> 1 Elected Member Development Training Programme developed. 	Completed.
			<ul style="list-style-type: none"> 85% engagement with Elected Member Development Programme³. 	22.38% engagement ^[3] (At 30/9/2021 16.25% engagement)

² 1 meeting cancelled to facilitate a SCM.

Strategic Objective				
2. Ensure the capacity of Elected Members is maximized.				
Link to Corporate Aims and Objectives				
Leader and Champion				
			<ul style="list-style-type: none"> 1 day (=6 hours) on average per Elected Member spent on training. 	1.24 days on average (At 30/9/2021 0.73 days on average)

³ Source: Corporate Strategy 2021-2025

^[3] Excluding ILM Level 7 Leadership Management engagement due to restriction on numbers.

Strategic Objective

3. Deliver improved customer satisfaction by improving communications, customer support services and processes and provision of effective communication within Council that generates positive profile on all Council services.

Link to Corporate Aims and Objectives

- Leader and Champion

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	End of year update
Effective management of corporate complaints process.	-	March 2022	<ul style="list-style-type: none"> • 0.37 complaints received per 1,000 head of population. 	0.57 in period. (At 30/9/2021 0.44)
			<ul style="list-style-type: none"> • 18 working days to successfully conclude a complaint. 	18.3 (At 30/9/2021 - 17)
			<ul style="list-style-type: none"> • 75% of complaints rectified within target time. 	67.27% (At 30/9/2021 76.47%)
Provide effective media management and communication by increasing PR presence at Council and Committee meetings and increasing proactive communication following each meeting.		Permanent	<ul style="list-style-type: none"> • 1 Citizens' Newsletter issued annually. 	
			<ul style="list-style-type: none"> • 20 press releases and daily social media activity on corporate Facebook and Twitter monthly target. 	206 issued
			<ul style="list-style-type: none"> • Placements secured = Positive monthly Advertising Value Equivalent figure 	£359,000 ⁴
Closer liaison with service areas through regular meetings of the Communication Liaison Group.			<ul style="list-style-type: none"> • 4 meetings of Communications Liaison Group held. 	

⁴ AVE for positive media coverage, as calculated by Kantar Media Monitoring service, is £359,000.

Strategic Objective

4. Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	End of year update
Maximise value of Council's land and property assets in line with Council's Asset Management Strategy and Land and Property Policy		Ongoing	<ul style="list-style-type: none"> Number of commercial leases' rent reviews completed 	Quarterly update on progress provided to L&P SC September 2021, January & April 2022.

Strategic Objective

5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

Link to Corporate Aims and Objectives
Leader and Champion

Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators	End of year update
Provide effective and compliant Registration services in accordance with GRO legislation		March 2022	<ul style="list-style-type: none"> Cost of Registration Service per head of population (£1.43 @ 09/2021). 	Cost TBC(At 30/9/2021=-£0.11)
			<ul style="list-style-type: none"> 1 Service user satisfaction survey with registration 	Complete

Strategic Objective

5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

Link to Corporate Aims and Objectives

Leader and Champion

			services completed	
Revision of resource fees set by Council for ceremonies.		March 2022	<ul style="list-style-type: none">• Report presented to Council for approval.	Pending