



**Lisburn &
Castlereagh
City Council**

Corporate Plan 2015/2017



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Vision

To be a progressive, dynamic and inclusive council, working in partnership to develop our community.

Core Values

- **A ccountability**
- **C ivic Leadership**
- **T ransparency**
- **I nclusivity**
- **V alue for Money**
- **E xcellent Standards**



**The Right Worshipful the Mayor,
Councillor Thomas Beckett,**



**Chief Executive,
Dr. Theresa Donaldson**

Introduction and Context from the Mayor and Chief Executive

Lisburn & Castlereagh City Council (L&CCC) is one of the most prestigious areas within Northern Ireland in which to live, work and visit. We have a locality, which consists of an urban and rural mix and will retain designation as a City area. We are already recognised as a premier business location within Northern Ireland and with a raft of new Powers and a significant population and land increase we see opportunities to grow and develop the local and regional economy. The Council will use the corporate planning process to begin community consultation and the development of a sense of place for the new Council area.

As this is a transformational period the corporate plan will lay the foundation for the next two years and will then be reviewed. It supports our vision to develop our region, working in partnership with all stakeholders to provide an environment that delivers for those who live, work and visit our area.

The plan reflects our commitment to pursue improved facilities and offer value for money for the whole community.

It outlines our working culture and how we will work in partnership with the community, national government and business to deliver a prosperous vibrant city area.

Introduction and context

The reform of local government introduces a new era for Councils in Northern Ireland that Lisburn & Castlereagh City Council is well placed to capitalise on.

With the lowest crime rates in Northern Ireland, the new Council area is one of the safest and most prestigious areas within Northern Ireland in which to live, work and visit.

A hinterland which consists of an urban and rural mix and its designation as a City area, the Council provides a premier hub for businesses with cross border logistics, modern industrial premises, a strong local support network and a highly skilled workforce with first class business support services and investment aftercare.

The area boasts prime city living, characterful towns, historic villages, parks, open spaces and beautiful countryside. With renowned educational facilities and educational excellence from primary to post primary. Also, excellent healthcare provision for residents through the Lagan Valley Hospital in Lisburn, Ulster Hospital, Dundonald and Knockbracken Health Park.the area provides an outstanding place to live and work.

The Council is comprised of 40 Elected Members who were elected to Lisburn & Castlereagh City Council in May 2014. The new Council will make decisions on service provision to its entire citizen base and will strive to provide high quality, cost effective services that target local need.

With the reduction in Councils from 26 to 11 new Councils from 1 April 2015 the time to deliver the vision to have a 'thriving, dynamic local government that creates vibrant, healthy, prosperous, safe and sustainable communities

that have the needs of the citizens at their core' has arrived. So what does this mean and what will be the benefit of local government reform for our ratepayers?

We think there are two main advantages: -

1. Improved Local Services

Councils are being given new responsibilities and a broader range of powers. Combined with partnership working with other Departments and agencies operating in their areas, this will make Councils stronger, more effective and flexible to local need. Councils and their partners will be able to speak with a strong united voice with enhanced powers to make a real difference in local communities.

2. Greater Efficiency

The potential long term efficiency benefits of local government reform are substantial as amalgamating 26 Councils into 11 brings with it economies of scale. Locally this means the potential for efficiencies in service delivery within L&CCC. The benefits of reform are being examined by all Councils and Improvement, Collaboration and Efficiency (ICE) proposals will continue to be implemented across all areas of local government.

How will these benefits be achieved?

New planning and urban regeneration powers are being transferred to Councils from central



government and regrouping these with a number of key functions such as local economic development and local tourism, will give Councils powerful tools with which to shape their local communities.

In L&CCC our mission is to be a council where residents can influence the shape of their local neighbourhood and priorities within it where we have an accountable, open Council and powerful involved communities. A fundamental role of the Council and the individual Councillors is to represent our residents.

The Lisburn & Castlereagh City Council Corporate Plan is the blueprint for the future of this area. It outlines our guiding principles and values and the emerging priorities and the key strategies we will pursue to help achieve our vision.

The L&CCC Plan will build on the previous work and achievements of Lisburn City and Castlereagh Borough Council and take account of all of the relevant aspects of the local government reform programme and its associated impact on our area.

Lisburn & Castlereagh City Council is welcoming the opportunity to become part of a local government which is more robust, more effective and more citizen focused than ever before, with strong relationships with the community and voluntary sectors.





Our Vision

Our new Council has a key role to play in meeting the needs of the local community on a day-to-day basis with our partners to provide vital services and enhancing the quality of life to our residents. In order to achieve this our vision is:

To be a progressive, dynamic and inclusive council, working in partnership to develop our community.

ACTIVE

Our Values

The new council will be characterised by our values which define our ethos and underpin the delivery of our Corporate Plan and everything we do.

- A**ccountability We believe in our staff being personally responsible and committed to complete the tasks that are assigned, to further the goals of the organization and community.
- C**ivic Leadership We will provide capacity, skills, guidance and inspiration to identify, analyse, collaborate, and solve pressing societal needs and issues through the efforts of broadly engaged citizen organizations.
- T**ransparency As a public funded organisation, we believe in our duty to the residents we serve to be transparent in our business operations and outcomes.
- I**nclusivity We will demonstrate inclusivity through effective communication and engagement with the local community and other relevant stakeholders.
- V**alue for Money We will ensure Value for Money by providing services the right way, that are of the right quality and level and cost that reflect the needs and priority of customers, ratepayers and the wider community.
- E**xcellent Standards Our aim is to deliver a professional, high-level service in all that we do ensuring all customers receive a consistently high level timely and quality service irrespective of the service they access or how they access it.

Strategic Themes and Our Partners

Our priorities for the next 2 years are categorised under the themes of 'Community & Culture', 'Strong sustainable economy and Growth', 'Environment, Health & Wellbeing' and 'Good Governance & Service Delivery', in order to align our business planning processes with our commissioning intentions. Within these themes, we have identified a number of service Corporate priorities.



Our Partners



Theme 1

Community & Culture

Supporting and developing communities and promotion and celebration of culture is important to the new Council and through our strategies we aim to provide a creative, supportive and shared platform for our communities to interact, develop and grow, utilising our facilities as local developmental, educational and entertainment hubs.



Under this theme our Priorities are to:

- Promote and encourage Inclusivity through the introduction of appropriate plans and strategies to ensure that L&CCC meet the needs of different groups within the community
- Create a sense of Place by designing and delivering a holistic organisation between Lisburn & Castlereagh, urban and rural areas with an emphasis on the customer and customer experience
- Develop a facilitative role for the council using evidenced based approach, we will empower the community and support the needs of the community through citizen engagement
- Foster a Customer (Citizen and Business) focused council, meeting the customer needs in an effective and efficient manner
- Provide a council which effectively engages with stakeholders to understand critical issues, making the council part of the community
- Lead on Community Planning to develop and implement a shared vision for the area
- Support and promote Community Development and nurture a shared civic identity, ensuring people-centred services



that enables our community/ voluntary sector to play an active role in shaping and developing their communities and place.

- Promote and nurture a shared civic identity process to strengthen personal, social and economic wellbeing and to enhance the lives of people who work, live and socialise within the council area
- Working in partnership, maximise the economic contribution into the Council area by attracting spend from inward investors and visitors as well as residents
- Provide innovative community focussed activity with arts, cultural , community and voluntary sector partners that is sustainable, accessible and of quality and promote opportunities for established and emerging artistic talent

Theme 2

Strong and sustainable economy and Growth

The Council is well positioned for cross border logistics, modern industrial premises, a strong local support network and a highly skilled workforce with first class business support services and investment aftercare.

Under this theme our Priorities are to:

- Support Economic Development through working with local businesses and their representative organisations to help identify and address issues and to capitalise on the opportunities that the coming years brings
- Through Planning/ Land use/ local development Planning, identify and safeguard adequate land for economic and industry development
- Engage with regional, national and European organisations to attract and optimise funding opportunities to support the area
- Deliver Regeneration projects that are in the pipeline including the Castlereagh Urban Integrated Development Framework and the Lisburn city Centre Master Plan.
- Enhance Business Development by profiling the area as a place to visit and do business, encouraging social enterprise. Utilising our strategic location we will work with partners to develop initiatives that attract investment, business, careers and jobs to the region both within the City Centre and borough rural areas. Businesses have an important role to play in maintaining the vibrancy and distinctiveness of local areas, making them attractive for residents and visitors and are a key factor in the quality of life for residents.
- Develop a sustainable Rural Economic Development plan with our strategic partners. This will be achieved through the expansion & promotion of the district's indigenous rural business sectors with a coordinated focus on entrepreneurship, innovation and the development of new market opportunities. Rural Development initiatives will also continue to showcase the region's rich rural heritage, develop the area's rural tourism sector and generate additional visitor spend through the exploitation of the council district's strategic location.
- Develop, market and implement a Tourism Strategy including a major events strategy to take advantage that some of Northern Ireland's most high-profile events take place in the new Council area including the Ulster Grand Prix; the Lisburn Half Marathon and The Festival of Racing at the prestigious Down Royal Racecourse.
- Develop an Economic Vision that will include initiatives aimed at upskilling in the industry sectors and develop professional services; using Council's enhanced powers to expand Business Renewal and Neighbourhood Renewal Funding and the delivery with Strategic partners programmes both within the City Centre and rural areas to deliver positive change and ensure successful regeneration.

Theme 3

Place & Environment

L&CCC boasts prime City living, characterful towns, historic villages, parks, open spaces and beautiful countryside with well renowned schools



Under this theme our Priorities are to:

- Develop and deliver an Area Plan that maximizes the assets and advantages of our unique , regionally valuable City;
- Create a positive, place to live work and visit and preserve the natural environment for the future ;
- Promote sustainable development through planning, policy and action;
- Develop and implement strategies to retain the unique character of our centres, villages and towns through Planning / land use / local development planning
- Deliver a high quality built environment with in an outstanding natural environment through planning and partnership with developers, builders, designers and the community and voluntary sectors
- Strengthen civic pride through common sense policies, which strike a balance between making the area accessible to all and protecting our environment and management of waste.
- Increase rates of recycling, reduce energy consumption and promote sustainable outcomes by working with residents and businesses.
- Produce a Council Sustainable Development strategy which takes account of Economic, Environmental and Social indicators across the new area.

Theme 4

Health & Wellbeing

In addition to providing high quality opportunities for physical activity and sports participation through the public, private and voluntary sectors, the area delivers quality healthcare provision for residents through the Lagan Valley Hospital in Lisburn, the Ulster Hospital, Dundonald, and also Knockbracken Health Park.



Under this theme our Priorities are:

- We will provide a clean, healthy environment maintaining parks and open spaces, manage street cleaning and collect bins from the 48,000 householders it will serve.
- We are committed to promoting safe healthy communities and active lifestyles, wellbeing and independence of people and communities.
- We will actively promote a more physically active and healthier community
- We will work with Partners with the aim of improving health and well being for residents.
- Be committed to reduce health inequalities within targeted areas across the whole area
- Be committed to protecting those most vulnerable and who require support
- We will promote the provision of accessible high quality childrens play opportunities.
- We are committed, both directly and in partnership with local organisations and clubs, to encouraging local residents to participate in regular physical activity and sport including through provision of quality facilities as well as pathways to support sports development.

Theme 5

Good Governance & Service

The current economic climate means that the Council's resources are more limited with central funding reduced, the impact of the recession on Council income and rising demand for services, particularly from the vulnerable. We are committed over the next 2 years to identify future resource requirements outlined in our Workforce Plan and also to joint working and shared service arrangements.

L&CCC will make decisions on service provision to its entire citizen base and will strive to provide high quality, cost effective services, which target local need.

We recognise the importance of ensuring that there is effective support for delivery and so a key priority is making sure that front line services are able to pull on the support they need from other services in a collaborative way.

Under this theme our Priorities are to:

- Create a new Organisation which will embrace not just a merger but a holistic organisation with an emphasis on all our customers and customer experience
- Engage, develop and empower our staff, providing in equal measure support and challenge to provide the best and most effective staff in delivery of services
- Provide staff with the skills and knowledge and the attitudes and behaviours that support the service and the authority
- Ensure service delivery is as good as it can be with appropriate resourcing and performance management and measurement to drive improvements whilst maximising efficiencies.
- Ensure we meet the needs of the community through an outcomes and 'evidenced based approach'
- Provide strong Governance with clear purpose and focus; and effective and accountable decision-making
- Focus on affordability and financial planning to provide financial assurance and accountability by driving down costs and waste; ensuring efficiency not avoidance and finding ways to increase income opportunities.
- Communicate effectively both internally and externally while harnessing technology to improve how we engage with all stakeholders
- Be an open, honest and accountable council with transparency about our spending and performance; we will publish regular, up-to-date and relevant information, with established channels for questions and feedback and information for residents, local businesses and voluntary organisations

Appendix 1

Areas of responsibility to 31 March 2015

Lisburn & Castlereagh City Council is responsible for service areas, including:

Waste collection and disposal
Recycling and waste management
Civic amenity provision
Grounds maintenance
Street cleaning
Cemeteries
Public conveniences
Food safety
Health and safety
Environmental protection
Environmental improvement
Estates management - building design and maintenance
Building control-inspection and regulation of new buildings
Dog control
Enforcement byelaws such as those around litter
Sports and leisure services
Sports and recreational facilities
Parks, open spaces and playgrounds
Community centres
Arts, heritage and cultural facilities
Registration of births, deaths and marriages
Economic development
Tourism
Rural Development
Regeneration

The Council also has a key role in respect of:

Community development
Community safety
Sports development
Summer schemes
Emergency Planning



A summary of the additional powers coming to the new Council in April 2015

From 1 April 2015 local councils will carry out a number of functions previously delivered by NI Executive departments. These transferred functions include:

- Local planning functions
- Off-street parking
- Local economic development
- Community Planning
- Urban regeneration

New Planning Powers

Lisburn & Castlereagh City Council will have significant planning powers from 1st April 2015. Previously, council's role was limited to being a Statutory Consultee with planning applications. The new Council will now be the main decision maker with regards to the vast majority of planning applications. Planning applications that are decided to be "Regionally Significant", will however remain with the Department of the Environment (DOE).



The new Councils will also be responsible for producing local development plans as well as working with neighbouring Councils in regards to adjoining areas. It will be the Council's responsibility, working with local people, to create a clear vision of what the Council area will look like in the years to come.

Councils will also have enforcement powers against breaches of planning legislation. Transfer of planning powers to local government from DOE represents a major opportunity for our new Council to actively shape the Lisburn and Castlereagh of the future: proactively influencing tourism, development and regeneration, addressing local requirements and focusing on local opportunities or issues.

Urban Regeneration and Community Development

The new Council will have a significantly increased role in urban regeneration and community development. These responsibilities will transfer from the Department for Social Development in 2016. Such schemes will include town and city regeneration and area-based regeneration schemes.

Community Planning

This is another fundamental change in how Councils will operate. LC&CC will from April 2015, have a new duty to make arrangements for community planning in its area. This new responsibility will bring local authorities in Northern Ireland into line with their counterparts in England, Scotland and Wales, which have been operating Community Planning for the last 10 - 15 years.

Community Planning aims to improve the connection between regional, local and neighbourhood levels including partnership working and better use of all available resources, with a focus on collaboration between organisations for the benefit of citizens accessing services.

Community Planning therefore involves integrating all the various streams of public life (e.g. health, education, arts, leisure etc.) to produce a plan that will set out the future direction of a Council area. Councils will lead this process. They will work with statutory bodies, agencies and the wider community to develop a shared vision and community plan to best satisfy the needs of local areas.

Appendix 1 continued



The Community Plan will set out the shared vision and long term, social, economic and environmental objectives for an area, identify tasks that need to be completed to realise the vision and identify the partner organisations which will carry them out.

To deliver an effective community plan, a Community Planning Partnership will be established between the Council and its key partners including central government departments, agencies, health authorities, education boards and community sectors.

A Regional Partnership Panel will also be created, bringing together representatives from across the 11 new Councils, to ensure consistency across Northern Ireland.

Increased Economic Development and Tourism Responsibilities

Economic Development and the promotion of tourism are already key service provision for both Lisburn City Council and Castlereagh Borough Council but the new Council will have greater powers transferring from Invest NI and the Department of Enterprise, Trade and Investment. The new Council will initiate a Business Programme for the area and critically examine Neighbourhood Renewal funding categories. Youth and Social Entrepreneur Schemes will be developed to target specific markets and Business Start-Up Programmes will be expanded.

Off Street Car Parking

Councils will have responsibility for off street parking. This will not include Park and Ride car parks or on-street parking arrangements which will not transfer to councils.

Historic Buildings

The new Council will have authority to look to historical properties within its area and to draw up lists of buildings of local historic or architectural interest. Such properties can be preserved and protected by the Council for the future.

Appendix 2

Area Profile

Lisburn & Castlereagh City Council is welcoming the opportunity to become part of a local government, which is stronger, more effective, and citizen focused than ever before.

The new Council area has a population of almost 137,000. The area encompasses 50,279 hectares and stretches from Moira and Glenavy in the West, across the City of Lisburn to Dundonald in the East.

The Council is comprised of 40 Elected Members who were elected to Lisburn & Castlereagh City Council in May 2014.

The Civic Headquarters for Lisburn & Castlereagh City Council will be based at Lagan Valley Island in Lisburn.

The new Council area can boast many first class and one of a kind sporting, leisure and cultural facilities with Lisburn being awarded the title of European City of Sport in 2013.

The Dundonald International Ice Bowl, The Lagan Valley LeisurePlex, The Council also operates two golf courses: Aberdelghy Golf Course at Lambeg and Castlereagh Hills Golf Course.

The Bridge Community Centre, Enler Community Centre, Glenmore Activity Centre, Grove Activity Centre, Moneyreagh Community Centre and Lough Moss Leisure Centre all provide important local services and facilities right across the new Council area.

2014 statistics see the new area accounting for 7.1% of Northern Ireland's total economic output. This follows the £5million refurbishment of Castle Gardens.

The new Council area boasts a wide variety of tourism attractions. With Historic Royal Palace designation, Hillsborough Castle is the official residence of the Royal Family in Northern

Ireland. With superb Georgian architectural examples, one of the Council's Tourist Information Centres is based in the old Courthouse in the village, and with the lush grounds of the Forest Park and Hillsborough Fort in the village; Hillsborough is visited by thousands of people every year.

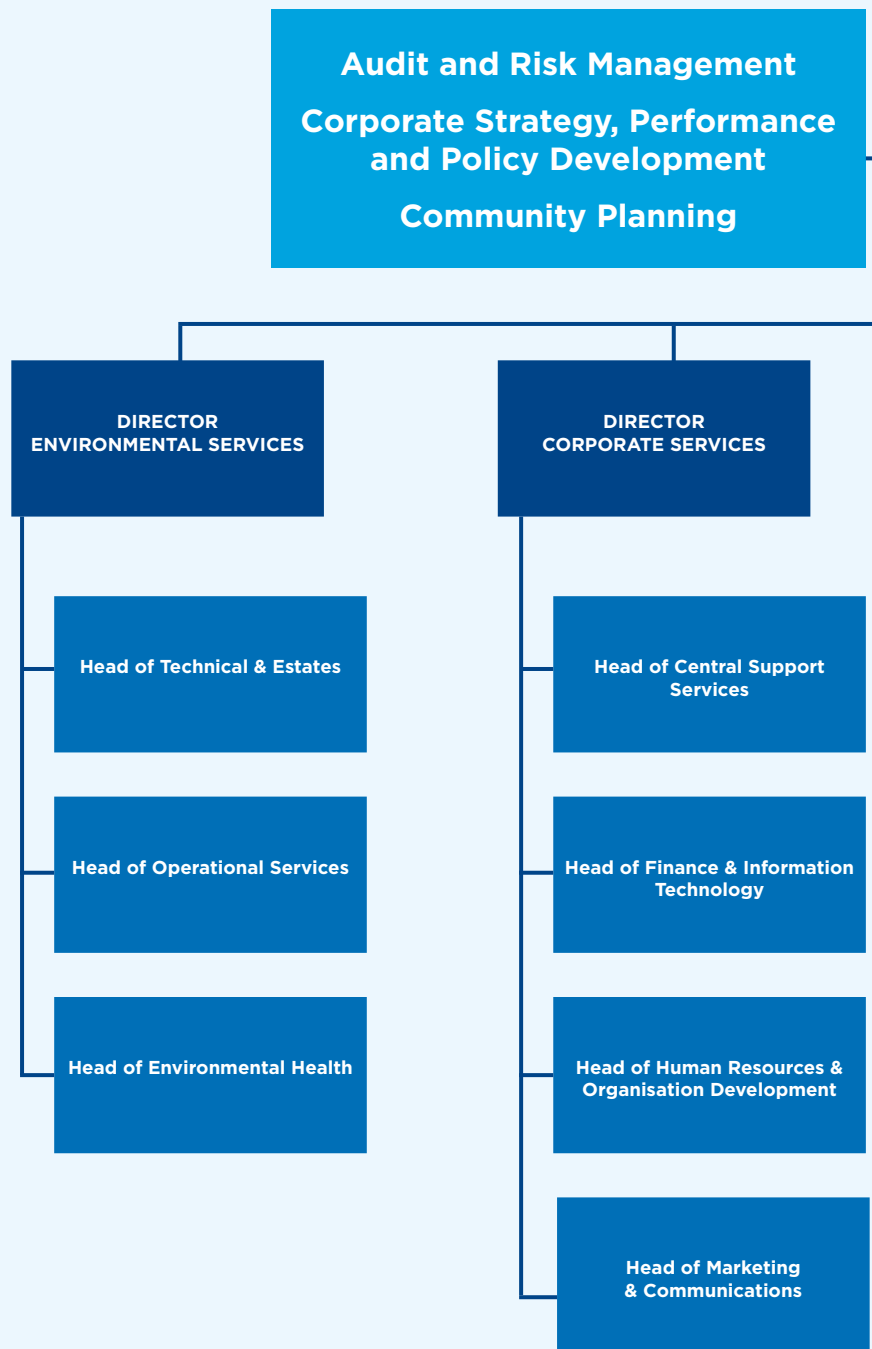
We also have a proud tradition of working with our towns and villages to create award winning floral displays. Hillsborough achieved a Gold Award in the 2014 Royal Horticultural Society Britain in Bloom Floral Awards while Castlereagh was awarded the prestigious President's Trophy in recognition of its notable contribution to the enhancement of the environment.

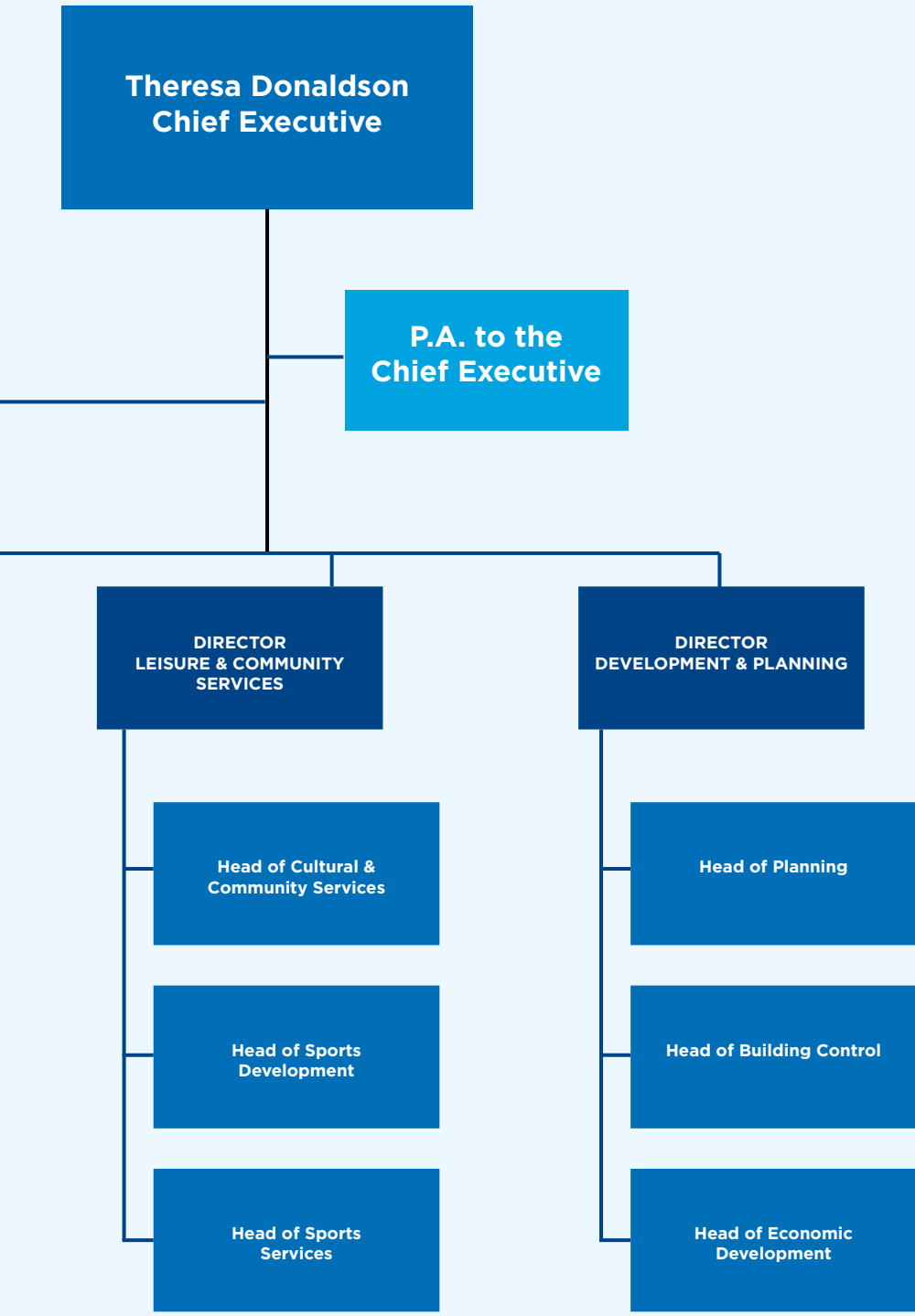
The Council area offers a wide retail mix for the most discerning shopper. From the shopping experiences of Forestside Shopping Centre and Bow Street Mall to Sprucefield, boasting the largest Marks and Spencer and Next Store in Northern Ireland, and Sprucefield Park, Lisburn & Castlereagh City Council, host a great range of high-street shops and boutique stores.



Appendix 3

Organisational Structure Diagram





Appendix 4

Other Key Plans referenced in the plan

Community Plan
Economic Vision
Work force Strategy
Service Delivery Plans
Financial Plan
Local Area Plan
Partnership Plans



**Lisburn &
Castlereagh
City Council**

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