

CARRICKFERGUS BOROUGH COUNCIL

Corporate Plan

2011 - 2015



Carrickfergus Borough



Contents

| | |
|---|----|
| Foreword by Alderman Jim McClurg, Mayor of Carrickfergus | 3 |
| 2. Borough of Carrickfergus – the Journey over the Last Four Years | 4 |
| 2.1. Context | 4 |
| 2.2 Progress to Date | 8 |
| 3. Moving forward as a Borough Together..... | 10 |
| 3.1. Our Vision | 10 |
| 3.2. Our Mission..... | 11 |
| 3.3. Our Values | 12 |
| 4. Setting the Strategic Direction and Priorities..... | 13 |
| 4.1. Strategic Themes..... | 13 |
| 5. Theme 1 - Economic Development, Tourism and Prosperity | 14 |
| 6. Theme 2 - Health, Leisure and Wellbeing | 17 |
| 7. Theme 3 - Sustainable Environment and Communities | 19 |
| 8. Theme 4 - Civic Leadership and Governance | 21 |
| 9. Theme 5 - Corporate Service Delivery | 23 |
| 10. Delivering the Corporate Plan – implementation and performance management | 25 |
| 10.1 Implementation sequence..... | 25 |
| 10.2 Service principles | 26 |
| 10.3 Accountability..... | 26 |
| 10.4 Roles and responsibilities | 27 |
| 10.5 Strategic fit..... | 27 |
| 10.6 Performance Management and Reporting | 27 |
| Glossary of Corporate Plan Terms | 29 |
| Vision..... | 29 |
| Mission..... | 29 |
| Values | 29 |
| Strategic Themes | 29 |
| Priority for Action | 29 |
| Reporting | 29 |

Foreword by Alderman Jim McClurg, Mayor of Carrickfergus

Carrickfergus Borough Council is committed to ensuring the best quality of life and experience possible for all those who live, work and visit here. Through strong and courageous civic leadership, we will continue to work with all of our partners to ensure the delivery of quality public services which are accessible, value for money and meet the needs and priorities of local people. In challenging times, it is vital that our valued services and assets are managed effectively and efficiently on behalf of our citizens. Above all we must make sure that we link all our thinking, planning and service delivery together across the Council and with our key partners so that we take an integrated, coordinated approach. Alongside making the best use of our existing resources, we will explore innovative ways of delivering our services, attracting investment and resources, and grasping the opportunities that technology may offer.



We have a clear and shared vision for the future built on local needs and expectations, now and in the future, which is encapsulated within this Corporate Plan:

“The Borough of Carrickfergus will be a vibrant, healthy and prosperous place with an excellent quality of life for all to live, work, visit and invest in”.

Our vision will be delivered through five strategic and integrated themes that are crucial to the development and wellbeing of the Borough and its residents as follows:

- **Civic Leadership and Governance** - building on the civic pride that we enjoy within the Borough
- **Health, Leisure and Wellbeing** - seeking to promote co-operation between Council and those involved in community activities
- **Sustainable Environment and Communities** - ensuring that we all enjoy the benefits of a clean, healthy lifestyle within safe and supportive communities
- **Economic Development, Tourism and Prosperity** – building a prosperous future with our business community and attracting new economic opportunities
- **Corporate Service Delivery** – ensuring that we are an effective, fit for purpose organisation to enable effective service delivery

In setting out on this four year journey we will ensure that we are open and accountable in the delivery of this Corporate Plan. Our approach will be one of collaboration and engagement with all who have a part to play in providing an excellent quality of life, underpinned by cost-effective, people-focused services, including the local people we have been elected to serve.

2. Borough of Carrickfergus – the Journey over the Last Four Years

2.1. Context

Carrickfergus Borough is a place that we love and are proud of. It lies approximately eight miles to the north of Belfast, close to both air and sea links. With a population of approximately 40,000, the Borough consists of three predominant settlements; Whitehead to the north, Greenisland to the south and Carrickfergus town centre occupying the middle ground. We are fortunate to enjoy a distinct mix of waterfront and rural settings in our Borough sitting on the shores of Belfast Lough and, travelling inland just a couple of miles, residents and visitors alike can enjoy the tranquility of a rural landscape.

The Council undertakes a wide range of routine activities on an on-going basis. Most of these are statutory in nature but others have come to be expected by Members and citizens alike through custom and practice. Programmes of work – Business Plans – are agreed by the 17 Elected Members of Council (See Appendix 1 for details) These activities are then managed by four Departments of Council, with the Chief Executive also having a Department (all detailed below). It should however be noted that the Council will be examining as part of this Plan, whether the Council is structured appropriately in order to deliver efficiencies

Chief Executive's Office – Chief Executive: Alan Cardwell

The Chief Executive has overall responsibility for all Council's executive business and is the organisation's Chief Finance Officer. The Office covers the important areas of Administrative support for the Mayor, Corporate Planning, Business Improvement, Internal Audit, the Equality/Good Relations duties of the Northern Ireland Act (1998), Council's representation on various partnership bodies and Local Government Elections. The Chief Executive is also Council's link with Central Government Departments and Ministers on matters of major interest to the Council.

Building Services Department – Director: Stephen Johnston

The largest part of the Department's workload is in relation to Building Regulations which involve the checking of building plans, the approval of applications or (as required) the issue of rejection notices, the checking of fees and the inspection of sites once construction work has commenced. In addition to the above functions the Department also carries out a number of other subsidiary functions, including providing advice on access and facilities for disabled people, and the provision of lease and deed documentation for Council properties.



Other areas within the Department's remit are:

- Property Certificates
- Dangerous Structures
- Street Naming/Postal Numbering, Access
- Licensing
- Energy Conservation
- Water Conservation
- Facilities Management
- Asset and Project Management

Development Services Department – Director: John McCormick

The function of Development Services is primarily to develop the Borough's natural and built resources in order to add value and improve the overall product. A range of services, facilities and activities are included within the remit and a synopsis is presented below.

The department comprises over one hundred staff working across four main sections, namely; Economic, Community, Leisure and Marketing. Highlighted below are the broad key areas of responsibility for each section. It should be noted that there is a significant degree of synergy between the various functions.

Economic Development Section

- Business Start
- Business Development
- Business Competitiveness
- Town Centre Management
- Regeneration

Community Development Section

- Community Centre Facility Management - 6 locations
- Community Development
- Community Relations
- Community Safety



- District Policing Partnership

Leisure Development Section

- Amphitheatre Wellness Centre
- Outdoor Leisure Facilities - 9 locations
- Playgrounds - 12 locations
- Carrickfergus in Bloom
- Countryside Recreation and Access
- Allotments
- Corporate Biodiversity
- Cemeteries
- Parks and Countryside

Marketing Development Section

- Museums
- Marina, Harbour and Whitehead Boat Park
- Arts and Events Management
- Tourism
- Corporate Marketing
- Corporate Brand Management
- Corporate Public Relations

Development Services represents Council on various bodies including:

- Core Regional Economic Development Body (CORE)
- Councils of the Metropolitan Area (COMET)
- Belfast Visitor & Convention Bureau Regional Tourism Partnership
- Causeway Coast and Antrim Glens Regional Tourism Partnership (CCAG)
- Mid Antrim Museum Service (MAMS)
- Local Community Fund Management Board (LCF)
- Youth and Voluntary Arts (YAVA)



Environmental Services Department – Director: Alan Barkley

The Department is primarily charged with maintaining a clean, safe and healthy environment. Work is related mostly to its statutory duties which include the following:

- Waste and Litter Collection and Disposal
- Recycling
- Food Control
- Health and Safety
- Consumer Protection
- Pollution Control and Public Health
- Dog Control
- Environmental Health
- Investing for Health
- Planning Consultations
- Licensing and Regulatory Services
- Local Agenda 21

Support Services Department – Director: Ian Eagleson

The administration, finance, ICT and personnel functions within the Council are co-ordinated centrally and fall within the Support Services Department.

The administrative responsibilities include:

- Support to Council and Elected Members
- The Committee Secretariat
- Civic and Ceremonial Functions
- Human Resource Function
- Registration of Birth, Deaths, Marriages and Civil Partnerships
- Public Requests for Information
- Back-up administrative support for Mayor
- Back-up to the Chief Executive



Financial services provided by the Department include:

- Annual Estimates (Budgets)
- Annual Accounts
- Staff Salaries
- Creditors and Debtors Invoicing
- Monthly Accounting Statements
- Capital Accounting
- Grant Claims
- Councillors' Allowances
- The Department is also responsible for ICT support across Council and for Website Management

2.2 Progress to Date

During the life of the last Plan, much work was completed that has either made a substantial change to the look and feel of the Borough, or has demonstrated Council's commitment to delivering good quality, value for money services. Below are detailed some of our key achievements: -

- The average rates increase has remained below inflation
- Extensive improvements have been carried out to improve Council owned facilities and public realm areas, including refurbishment of the;
 - Town Hall
 - Marine Promenade
 - Harbour Promenade
 - Marina
 - Amphitheatre
 - Fisherman's Quay
- We have collected bins from 16, 200 households, disposing of 23,471 tonnes of municipal waste during the financial year 2010 – 2011
- 1,615 commercial and domestic building control applications have been processed in the Borough of Carrickfergus
- Efficiency savings have been delivered and Council reserves have been built to comply with recommended levels for the sector



- 1,650 commercial and domestic property inspections during the period April 2010 – March 2011
- 50 entertainment and 8 petroleum licenses issued during the period April 2010 – March 2011
- We have continued to fund and support a variety of activities by grant aiding Sports, Arts and Events and Community Development amongst others
- Public access has been created through Bashfordsland Wood, including the first permanent orienteering course within the borough
- 4 multi use games areas have been constructed
- The Council website has been upgraded to improve accessibility for the public and facilitate online payments
- Lobbying has continued for an upgrade of the A2 Carrickfergus to Belfast carriageway to improve access for commuters and local businesses
- Masterplans for Carrickfergus and Whitehead have been developed to guide future revitalisation of these areas
- In co-operation with the Roads Service, we introduced the gritting of streets in the town centre during adverse weather conditions
- We hosted the BBC Proms at the Castle
- We hosted Armed Forces Day
- The largest allotment site in Ireland has been established with 189 plots at Eden
- We have introduced food waste collection and continue to achieve recycling targets

3. Moving forward as a Borough Together

3.1. Our Vision

“The Borough of Carrickfergus will be a vibrant, healthy and prosperous place with an excellent quality of life for all to live, work, visit and invest in”.

What does this mean for our Borough?

- Healthy, active, content people who are well supported to meet their aspirations and realise their potential
- Happy, empowered, engaged, sustainable and stable local communities
- A place to be proud of and admired for the quality of life and experience it provides for all
- A model of integrated, modern, accessible and affordable public services to meet local needs and priorities
- A distinct and valued setting, identity, facilities and appeal to attract regional, national and international visitors and residents alike
- A vibrant and growing economy, revitalised town and rural development, creative and enterprising culture
- A place where we make the most of all our rich assets – our people, cultural diversity, heritage, built and natural environment
- A dynamic hub of opportunity for jobs, education, learning, sport, play, leisure and recreation
- A thriving area supported by strong infrastructure, inward investment, business development, industry and innovation
- A clean, safe and sustainable environment



3.2. Our Mission

“Carrickfergus Borough Council is focused on the delivery of quality services to those who live, work, visit and invest here, and providing the civic leadership to meet the needs and expectations of the Borough.”

What does this mean for Carrickfergus Borough Council?

- respected for its progressive civic leadership
- ability to embrace change and shape, influence and challenge
- providing a strong focus and voice on behalf of the people and place of the Borough of Carrickfergus, locally, regionally and beyond
- being an innovative, responsive, enabling organisation with a common sense of purpose in delivering the vision
- recognised as being in touch with the needs, priorities and expectations of all its customers (residents, business, visitors, investors, funders)
- committed to the design and delivery of modern, seamless, integrated, quality services for all, and in particular those in greatest need and disadvantage, within and outside of the Council’s direct control
- focused on collaboration, working smarter, effectively and efficiently across the Council and with all its partners to deliver highest quality services, facilities, support and infrastructure
- evidence-based, open, transparent, accessible and accountable in its service design, delivery and decision-making
- dedicated to building the capacity and skills, valuing the opinions and efforts, managing the performance and celebrating the achievements and learning of all Elected Members and staff
- a fair, honest and inclusive organisation which promotes equality, diversity and integration.



3.3. Our Values

Carrickfergus Borough Council is focused on getting it right for our citizens. We place importance on establishing and living by clear and meaningful values if we are to deliver on our mission effectively and fully.

Our four key values are:

- Sharing the common purpose of focusing on the **Customer** in all that we do, and doing our best to meet their needs and expectations
- Providing the **Leadership** for meeting all the needs of the people and the Borough through meaningful Partnership and Collaboration for planning, delivery and change
- Putting our Elected Members and staff first by valuing and developing our **People**, individually and corporately
- Being open and transparent in our thinking, direction and decision making, creative in our approach and focused on better and measurable outcomes to improve the **Quality of Life** of everyone in the Borough.



4. Setting the Strategic Direction and Priorities

4.1. Strategic Themes

The Elected Members and officers of Carrickfergus Borough Council recognise the need to focus its corporate resources and efforts on delivering on their strong sense of vision:

“The Borough of Carrickfergus will be a vibrant, healthy and prosperous place with an excellent quality of life for everyone to live, work, visit and invest in”.

Successful delivery of this vision will require integration and coordination across the Council and with all partners who have a part to play in delivering the quality of life of everyone in the Borough. The strategic themes are cross-departmental highlighting the need for increased team working to achieve the Council’s objectives. In order to do this, the following five strategic themes have been identified:

| Strategic Theme | What This Means |
|---|---|
| 1. Economic Development, Tourism and Prosperity | An economically sustainable and wealth-creating future |
| 2. Health, Leisure and Wellbeing | Encouraging healthy lives within the Borough and the Council |
| 3. Sustainable Environment and Communities | An attractive and sustainable built, green and blue environment |
| 4. Civic Leadership and Governance | An effective, efficient, accountable organisation delivering for its citizens |
| 5. Corporate Service Delivery | Ensuring that the internal workings of the organisation are fit for purpose |



| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|--|--|--|--|
| <p>Support delivery of Tourism and Growth Strategy, including customer analysis and plan and marketing, events and promotions plan:</p> <ul style="list-style-type: none"> - Carrickfergus and rural Heritage and Visitor Sites/ Experience development - Evening economy - Recreation, Sports, Leisure, Events and Promotion | <p>June –November 2012 and onwards</p> | <p>Tourism and Growth Strategy as key economic driver within the overarching Economic Development and Prosperity Strategy</p> | <p>Development of Partnership to include key partners</p> <p>Ensure integrated development of promotion and maximisation of events and activities to promote positive image and brand for the Borough</p> |
| <p>Support delivery of the Masterplans for the Borough</p> <ul style="list-style-type: none"> - Carrickfergus - Whitehead <p>Including securing of capital projects for the area</p> | <p>To be completed by 2014</p> | <p>Approval secured for the Masterplans with Department of Social Development and DSD</p> <p>Accreditation/Award Recognition for the Masterplans implementation and customer/business experience and Civic Leadership of Carrickfergus Borough Council</p> | <p>Develop structure for managing and drawing down funds by Council in partnership with key stakeholders</p> <p>Secure funding for each segment of Masterplans</p> <p>Establish Communications, Engagement and Expectation Plan for the planning and implementation of the Masterplans</p> |



| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|---------------------|--------------------|------------------------|--|
| | | | <p>Revisit the Arts and Events at local level to deliver a reimagining agenda at local and estates levels</p> <p>Refocusing the arts and events at local and housing estates level within the public realm</p> |

6. Theme 2 - Health, Leisure and Wellbeing

Theme Outcome: *“Encouraging healthy, active lives within the Borough and the Council”*

| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|---|------------------------|---|--|
| Optimise benefits to be achieved from developing underdeveloped rural areas | July 2011 – March 2014 | Improved accessibility and availability of leisure facilities including walks etc in the countryside Increase in rural economy | Develop Strategy and Plan with key partners and stakeholders Explore enterprise development opportunities in the Hinterland with the SME sector |
| Develop and Implement Health and Wellbeing Strategy - Physical and Mental Health and Wellbeing - Physical activity, leisure, sports - Workplace health | July 2011 onwards | Improved quality of life and wellbeing of residents and communities | Cross-departmental group formed to develop and implement the Strategy and Plans with all key stakeholders Collate contributors to health and wellbeing in the Borough Coordination of effort to plan appropriate programmes with healthcare professionals Audit scope of health and wellbeing facilities/programmes to ensure being used to maximum and meeting needs |



| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|---|------------------------|--|---|
| Increasing community involvement and engagement in health and wellbeing | September 2011 onwards | Increased participation and usage of affordable, accessible, available programmes, services and facilities to improve quality of life of all Social inclusion | Liaise with the Community Forum and other providers to help connect with local people and communities effectively Promote wellbeing and lifestyle through clubs and facilities e.g. leisure, sports, community centres and clubs Review of accessibility, affordability, availability of facilities, services and programmes (indoors and outdoors) to ensure no barriers to inclusion and participation by local people. |



7. Theme 3 - Sustainable Environment and Communities

Theme Outcome: *“An attractive, safe and sustainable place to live, work, visit and invest”*

| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|--|------------------------|---|--|
| <p>Focus the community on the continued development of a sustainable environment, most specifically highlighting; -</p> <ul style="list-style-type: none"> - Litter - Energy - Procurement - Education | September 2011 onwards | Reduce costs of “policing”, reparation etc | <p>Prioritise and implement the Borough’s sustainability strategy</p> <p>Explore educational and promotional role and programme with community representatives</p> <p>Conduct Audits and consider appropriate verification methods for excellence in environment – built and natural e.g. Tidy Towns</p> |
| <p>Building sustainable community infrastructure and engagement/ involvement in the planning and development of services to meet their</p> | September 2011 onwards | <p>Greater participation and involvement by the community in improving services and quality of life throughout the Borough</p> <p>Well-supported community-based infrastructure</p> | <p>Engage with Carrickfergus Community Forum</p> <p>Ensure building sustainable communities and engagement included in Community Planning framework</p> |



| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|---|------------------------|--|---|
| needs within the Community Planning framework. | | Increased confidence, empowerment and capacity within community sector | Undertake audit of data/information/research into issues and needs/expectations of local community with the local community e.g. drugs and alcohol, good relations, mental health, education/jobs/employment etc, decent housing, poverty |
| Maximise attractiveness of the existing Built Environment and Heritage throughout the Borough | Ongoing | <p>Increased wellbeing and prosperity</p> <p>Development of existing portfolio of buildings, and those of significance within the Borough for residents, tourists and businesses alike</p> <p>Increase footfall, visitors, customer satisfaction</p> | <p>Set up a strategy development group with relevant partners</p> <p>Measure customer/visitor/resident satisfaction</p> |
| Facilitate the development of an effective and sustainable household recycling system | July 2011 – March 2014 | <p>Establish exemplar centre</p> <p>Improved customer services</p> <p>Encouraging positive customer behaviour in recycling, reducing, reusing</p> | <p>Review recycling technologies/sites/approaches and potential solutions</p> <p>Explore options</p> <p>Undertake recycling market analysis and contract/delivery options e.g. social enterprise and other sectors</p> |



8. Theme 4 - Civic Leadership and Governance

Theme Outcome: “An effective, efficient, accountable organisation delivering for its citizens”

| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|--|---------------------------|--|---|
| Develop positive, distinctive, rich and progressive brand and image for the Carrickfergus Borough building on its civic heritage and royal connections, current and future strengths and potential | July 2011 and onwards | <p>Positive image locally for residents and businesses and further afield with visitors and investors</p> <p>Increased footfall linking to Economic Development, Tourism and Prosperity in Theme 1</p> <p>Increased recognition, jobs, inward investment and businesses</p> | <p>Ensure linkage with Economic Development and Sustainable Development strategies to explore private sector and other partners to support and deliver on the development of image/experience</p> <p>Establish cross-departmental working group to develop brand enhancement integrated plan on behalf of the Council</p> |
| Develop corporate/ organisational health support strategy | September 2011 – May 2012 | <p>Well-motivated, supported and positive team of Elected Members and staff</p> <p>Increased productivity, performance, attendance and job/career satisfaction</p> <p>Effective governance and leadership, relationships and communications</p> <p>Increased capacity, capability, skills of all</p> | <p>Council to establish Working Group consisting of Elected Members, management/officers and other key stakeholders e.g. staff representatives, to scope out terms of reference and plan to delivering strategy</p> <p>Undertake audit and updating of relevant policies and procedures.</p> |



| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|---------------------|--------------------|--|--|
| | | Consistent applications of policies and procedures | Ongoing training programme to build skills and leadership capacity/capability Develop guidelines and principles of effective governance |



9. Theme 5 - Corporate Service Delivery

Theme Outcome: *‘Ensuring that the internal workings of the organisation are fit for purpose’*

| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|--|-----------------------------|--|--|
| <p>Implement business improvement review of resources, services, way of working in areas such as:-</p> <ul style="list-style-type: none"> - Procurement - Customer Services - Resource/Services/Estates - Prioritisation and Management - Committee/Departmental Structures - Technology e.g. payments - Information Management | September 2011 – March 2013 | <p>Well-organised, effective, efficient organisation working smarter to do best within available resources</p> <p>Cost reductions and increased productivity, performance</p> <p>Improving the evidence-based decision making, delivery, monitoring/review</p> | <p>Council to establish Working Group consisting of Elected Members, management and other key stakeholders as appropriate to scope out terms of reference and plan for undertaking review.</p> <p>Undertake audit of data/information/intelligence</p> <p>Review Committee and Sub-Committee, Departments structures and reporting to reflect new Corporate Plan themes and priorities</p> |
| <p>Deliver customer-focused, responsive, accessible and affordable Council services making best use of face-to-face, voice, written and electronic</p> | Ongoing | <p>Increased customer satisfaction and reduction in complaints</p> <p>Access to timely, quality, relevant information to customers</p> | <p>Engage with the Community Planning development and relevant key stakeholders including Community Forum to explore priorities for customers-focused service</p> |



| Priority for Action | Start and End Date | Outcome Measure/Target | Key Activities |
|---|--------------------|---|--|
| interfacing and interaction/transactions. | | <p>Increased involvement, participation</p> <p>Better use of website and other technologies e.g. Customer Relations Management (CRM) to deliver effective and efficient Council services</p> <p>Accreditation/Award Recognition for customer-focused services and response</p> | <p>development and delivery e.g. service information (voice, written, website).</p> <p>Review website and its use as customer-based information facility</p> <p>Explore CRM within other organisations including Councils, NI Direct etc.</p> |
| Ensure effective, timely, quality communications within and outside the organisation to ensure well informed and assured citizens, communities, stakeholders, Elected Members and staff | Ongoing | <p>Clear, relevant, consistent, timely information and briefings to staff, Elected Members, stakeholders, citizens, media</p> <p>Increased satisfaction and continuing reputational enhancement</p> <p>Better promotion of outcomes</p> <p>Efficiency and cost reduction by use of existing and emerging communication methods including website and other technologies</p> | <p>Develop internal and external communications strategy and plan</p> <p>Establish cross-departmental communications working group within input by Elected Members and officers</p> <p>Review effectiveness of current communications internal and external</p> <p>Heads of Departments (HODs) to develop framework and principles of effective internal briefing, comms etc</p> |

10. Delivering the Corporate Plan – implementation and performance management

10.1 Implementation sequence

There is a need to sequence the key activities to ensure the workload contained in the Corporate Plan is achievable. This includes providing time to design the priority actions so that they can effectively meet the outcome of their corresponding strategic theme. The supporting strategies to be developed within this Corporate Plan include:

Theme 1

Economic Development and Prosperity Strategy
Tourism and Growth Strategy

Theme 2

Health and Wellbeing Strategy

Theme 3

Sustainability Strategy
Community Planning Framework

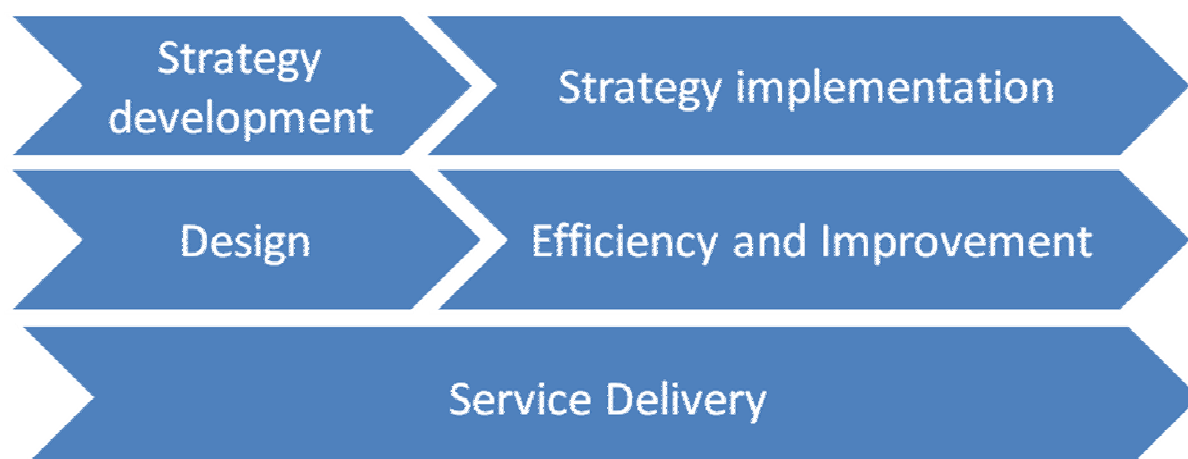
Theme 4

Corporate/organisational Health Support Strategy

Theme 5

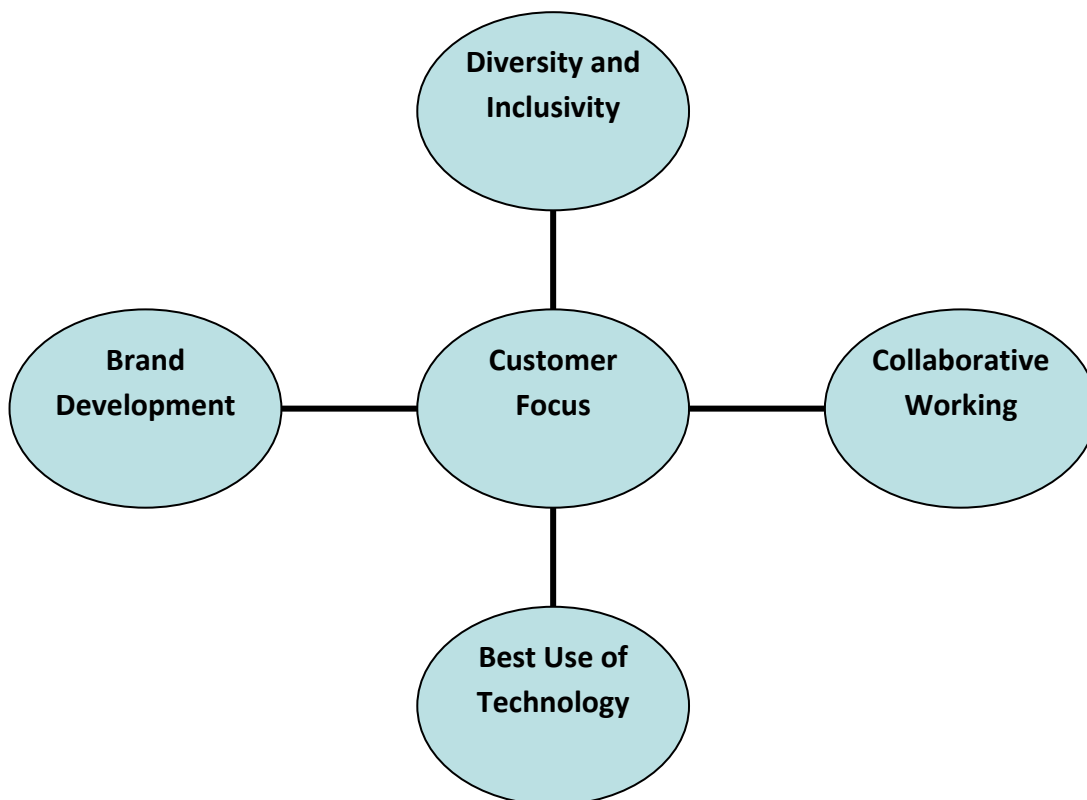
Business Improvement Review

This may necessitate a revision of the Corporate Plan once greater insight is available of the issues and the actions required within the various emerging strategies. Throughout, the Council will maintain effective and efficiency delivery of its existing services, and influencing service delivery of others.



10.2 Service principles

The implementation of the Council’s Corporate Plan will be based on clear service principles which will drive service improvement, quality and value for money. These important principles, with our customers central to all that we consider are: -



10.3 Accountability

Clear accountability is essential for the successful implementation of the Council’s Corporate Plan and achievement of the Council’s Vision and Mission. The overarching approach to the implementation of this Corporate Plan is that it is owned and committed to by **All**, implemented by **Management**, and overseen by **Council**. This means collective responsibility for decision-making.

The accountability arrangements need to reflect the role of Elected Members and the Heads of Department. Overall accountability for implementation of the Corporate Plan lies with the Town Clerk and Chief Executive.



10.4 Roles and responsibilities

Corporate Strategy Sub-Committee.

The Corporate Strategy Sub-Committee will monitor the implementation of the Council's Corporate Plan on a quarterly basis. The Committee should, if required, revise the plan based on the reports received and any key changes in the context.

Town Clerk and Chief Executive.

The Town Clerk and Chief Executive has overall accountability for delivery of this Corporate Plan.

Heads of Department.

The Heads of Department group, led by the Town Clerk and Chief Executive, will be responsible for the practical implementation of the Council's Corporate Plan. Progress should be reported quarterly with clear actions recommended and taken to sustain progress.

Heads of Department should have a simple Departmental Plan which provides specific guidance in the role of their Department in achieving the Council's Corporate Plan, Vision and Mission.

10.5 Strategic fit

The Council's Corporate Plan should be aligned with the relevant strategies and plans issued by central government Departments. Within the Council, all future policies and proposals should demonstrate their "strategic fit" with the Council's Corporate Plan. This will ensure the Corporate Plan remains relevant with external influences and brings practical meaning to the Council's strategic direction reflected in the Vision, Mission and Strategic Themes.

10.6 Performance Management and Reporting

To ensure accountability for the effective implementation of the plan, there should be arrangements for monitoring progress against targets and keeping the plan on track for success. It is important to be clear about:

- The mechanisms for monitoring performance and progress
- What will be reported, when and how frequently
- Who will report to whom
- Who will take action if there is insufficient progress.



The Council’s approach to this is summarised in the table below. The Council’s Business Development Manager is responsible for ensuring the collation of the reports on the progress made against the Corporate Plan.

| Group | Reporting Frequency | Reporting Periods |
|----------------------------------|--|---|
| Council | Every 6 months | Apr – Sep and Oct - Mar |
| Corporate Strategy Sub-Committee | Every 3 months | Apr – Jun, Jul – Sep, Oct – Dec and Jan – Mar |
| Heads of Department | Written report every 3 months Verbal update every 6 weeks | Apr – Jun, Jul – Sep, Oct – Dec and Jan – Mar |
| Individual Heads of Department | Included within personal appraisal | Set personal objectives for the year Mid-year appraisal End of year appraisal |

Glossary of Corporate Plan Terms

Vision

The vision is the desired future state for the newly formed Council. It should be the ambition around which the Council's effort and resources are directed. The vision should reflect what future success the Council wants to achieve – it is “where we want to be”

Mission

The Mission should be a clear expression of why the Council exists, its overall purpose and direction. It should be in line with the values and the expectations of major stakeholders, including the local community.

Values

Values are the principles which will guide the behaviours, working style and decision-making in the Council. The values should define the way Council works – the ‘way we do things around here’. The values should define what it will feel like to work in the Council.

Strategic Themes

The strategic themes/objectives are specific priority areas for corporate action to be achieved which will realise the Vision. The strategic themes/objectives should address the key challenges (problems and opportunities) facing the Council and build on the intelligence/comments gathered during consultation.

Priority for Action

Priorities for Action are the actions the Council needs to take to achieve the Strategic Themes and the Vision. They address the key challenges facing the Council. They should be supported by evidence confirming need and measures to show success.

Reporting

Reporting monitors the Council's performance against strategic themes and priorities. Reports should be completed regularly and highlight areas of underachievement.

Appendix 1 – Council Members



Alderman Jim McClurg



Councillor Billy Ashe



Alderman May Beattie



Alderman Jim Brown



Councillor Terry Clements



Councillor Isobel Day



Councillor Stewart Dickson



Councillor Deborah Emerson



Councillor Eric Ferguson



Councillor Billy Hamilton



Councillor David Hilditch



Councillor Charles Johnston



Councillor Lynn McClurg



Councillor Beryl McKnight



Alderman Sean Neeson



Councillor John Stewart



Councillor Andrew Wilson