



**Causeway
Coast & Glens
Borough Council**

CORPORATE STRATEGY 2021 - 2025

INTRODUCTION

Welcome to Causeway Coast and Glens Borough Council's Corporate Strategy for 2021 to 2025

Causeway Coast and Glens Borough Council is proud to present its Corporate Strategy which provides the vision and direction for the Council in the years ahead.

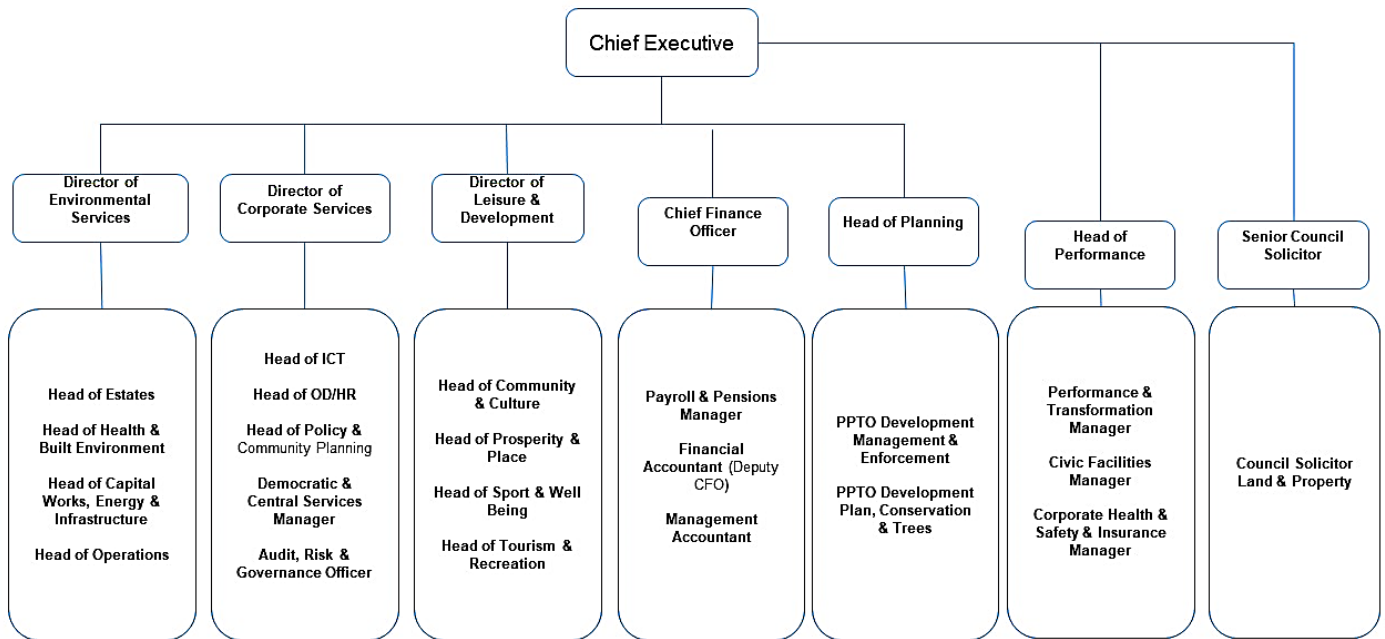
2020 was an exceptional year with exceptional challenges facing the Council. Confronting and addressing these challenges have been a key driver for our new Strategy. The Covid-19 pandemic has affected us all to one extent or another and the Council is no exception. We have had to explore new ways of providing public services while trying to maintain quality, accessible interactions with our local community.

The Council is mindful of the issues that must be addressed now and in the future as a result of this pandemic and this Strategy provides a road map as to how the Council can help address major issues such as support for local businesses, helping to improve the health and well-being of our citizens and how we can make our own technologies and processes better and more efficient.

Improving the quality of life for our citizens and visitors is the key focus of our mission statement. We see this as not just being about excellent service delivery, although this is an important aspect of our work, but also by looking outward to how we as a Council can help improve economic prosperity and how we can protect, promote and enhance the unique natural environment of Causeway Coast and Glens. We know that involving our local community in this work is essential and we are very aware of the leadership that should come from Council to champion and advocate for Causeway Coast and Glens.

YOUR LOCAL COUNCIL

Causeway Coast and Glens Borough Council provides a wide range of public services and the organisation chart below outlines how the Council is structured. This also outlines the service areas within Council:



Councillors

Causeway Coast and Glens Borough has 40 elected members who are elected for a 4 year term of office. They provide leadership and direction for the Council and ensure that the Council provides its public services in a competent and cost effective way.

Councillors also represent the Borough on a number of other statutory bodies and organisations and they also often lobby on behalf of the local community on key issues affecting the Borough.

PROFILE OF CAUSEWAY COAST AND GLENS



Causeway Coast and Glens stretches from Lough Foyle in the west to the Glens of Antrim in the east covering an area of 1,968 square kilometres. This makes Causeway Coast and Glens one of the largest Councils in Northern Ireland in terms of land mass.

Whilst largely a rural borough, there are a number of established settlements within the including Coleraine, Ballymoney and Limavady.

Causeway Coast and Glens population in 2019 was estimated at 144,838 (7.6% of Northern Ireland's population). Between 2001 and 2019, the population of the Borough increased by 13,464 persons, a growth rate of 10.2% which is below the NI average of 12.1%.

The table below provides a breakdown of the population by age, with 19.6% children, 61.9% representing the majority of the working age population (16-64) and 18.4% aged 65 years and over.

Age band	CCGBC	%	NI	%
Children (0-15 years)	28,411	19.6%	395,925	20.9%
Young Working Age (16-39 years)	41,778	28.8%	578,542	30.6%
Older Working Age (40-64 years)	47,995	33.1%	604,476	31.9%
Older (65 years+)	26,654	18.4%	314,724	16.6%

Source: NISRA Mid Year Estimates

There is a larger proportion of people aged 65 and over living in the Borough (18.4%) compared to the Northern Ireland average of (16.6%). This indicates a sharply ageing demographic profile in this area.

Life expectancy at birth for both females and males within the Borough are above the NI average at 83 and 79 respectively.

On average the area ranks above the NI average in all indicators, ranking second highest in life satisfaction of all 11 Local Government Districts (LGDs).

In 2018, there was a total of 2,538,877 visits to visitor attractions in the Causeway Coast and Glens area. The most popular visitor attractions were: Giant's Causeway World Heritage Site (1,039,243) followed by Carrick-a-Rede Rope Bridge (491,947) and Roe Valley Country Park (310,000).

Our Council area also offers 31 historic parks and gardens, 15 national nature reserves and 4 outstanding areas of natural beauty as well as a number of Blue Flag beaches.

These attractions are complimented by events and activities within the Borough which are internationally recognised, respected and supported, such as:

- The North West 200 International Road Race which attracts over 100,000 spectators annually to the area.

- The Borough was proud to have Royal Portrush Golf Club host the British Open Golf Tournament in 2019 and the Borough has become a focal point for golf on the world stage offering 12 golf courses.

The characteristics of the Borough's economy are as follows:

- In 2018, the Borough contributed nearly £2.1bn to the Northern Ireland economy, representing 5.2% of the NI's Gross Value Added (GVA) of £40.1bn.
- The area has a similar business demographic to the rest of NI. It is a SME driven economy, with 91.5% of businesses under 10 employees in 2019 but it has a higher proportion of SME's than the Northern Ireland average.
- In 2020 there were a total of 6,015 registered companies in the CCGBC area, an increase of 4.4% from 2017 (5,760 registered companies).
- In 2018, 70.7% of those aged 16-64 living in the Borough were economically active and 29.3% were economically inactive. This compares with 72.8% economically active and 27.2% economically inactive for NI.
- In 2018, the 16-64 employment rate in the area was 66.8% (NI rate = 70.0%).
- At April 2019, the gross full-time median weekly wage in Causeway Coast and Glens was £448 compared with £535 for NI, 19% lower.
- In terms of employment by sector, the Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles sector (20.6%) was the largest in the area, followed by Human Health and Social Work Activities (17.9%) and Education (11.1%). However, approximately 25% of employment in the Borough is in the public sector.
- With over 144,006 hectares farmed in the area in 2019 the region has 3,258 farms, representing 10.6% of the Northern Ireland total.
- The majority of land in the Borough is used for grazing rather than crops, with only 5.7% of farmland used for crops compared to 4.4% in Northern Ireland.

- Sheep farming is the dominant farming category, with almost 400,000 sheep farmed in 2019, 20.0% of the Northern Ireland, reflecting the extent of high land and rough grazing in the Borough.
- In 2018 49% of school leavers in the area left with 2 or more A Levels grades A-E; 88% left with 5 or more GCSE's grades A-C; and 71% left with 5 or more GCSE's grades A-C including English and Maths (in line with the NI average of 71%).

WHY WE HAVE A CORPORATE STRATEGY

Our Corporate Strategy is a high level statement of the Council's commitment to the Borough over the next four years. It provides a focus and direction for the Council given the challenges that face us now and into the future. It is the foundation for our work and will establish the direction, style and standards for the Council 2024.

Our Corporate Strategy will ensure all people representing the Council are working towards a shared and agreed direction in achieving our overarching vision for the Borough.

Together with our "Mission Statement", which outlines our purpose and what we aim to do as a Council, the Corporate Strategy establishes and expresses what our strategic priorities will be for the next four years.

Our Corporate Strategy is the starting point for the planning and performance reporting mechanisms within Council. It is the framework that shapes our service delivery plans that help us meet the expectations of our citizens and visitors as well as the performance expectations we will set for ourselves.

At this point in time the Council has identified five strategic priorities:

- Cohesive Leadership
- Local Economy
- Improvement and Innovation
- Healthy and Engaged Communities
- Climate Change and Our Environment

While this document outlines our aims and objectives for the Council at this point in time, it is a living document that will change and adapt as needed. The Council will continue to listen and engage with its local community to deliver the services which meet their needs.

THE STRATEGIC CONTEXT

The Council's Corporate Strategy closely links to and works alongside a range of other strategic and statutory documents. These include the Community Plan for Causeway Coast and Glens, the Local Development Plan for Causeway Coast and Glens and the Performance Management Plan for the Council.

Causeway Coast and Glens Community Plan

Causeway Coast and Glens Borough Council was formed in 2015 as a result of a reorganisation of local government in Northern Ireland. This reorganisation also introduced Community Planning for the first time with the new Local Government Act (NI) 2014 requiring Council to take the lead in initiating, facilitating and maintaining the community planning process.

The purpose of community planning is to develop a long term vision and direction for this area and the first Community Plan for Causeway Coast and Glens was published in 2017 with the vision of "**A Better Future Together**". This Community Plan is the key over-arching strategic framework for the Causeway Coast and Glens area and involves partnership working at many different levels. There are 14 statutory bodies required to participate in the community planning process in this area and they work in partnership to plan and deliver better services to improve the lives of everyone within the Causeway Coast and Glens area. Together with representatives from the local community, these 14 statutory bodies form the Causeway Coast and Glens Community Planning Strategic Partnership.

Meaningful partnership and collaborative working lie at the heart of community planning and the Community Plan sets out a clear focus on where the Partnership wants to be by 2030. An extensive programme of analysing baseline data and community engagement was undertaken to develop the Causeway Coast and Glens Community Plan and from this three key outcomes were identified for this area:

- A Sustainable, Accessible Environment
- A Thriving Economy
- A Healthy Safe Community

A Delivery Plan was published in June 2018 which put in place a comprehensive range of practical actions based on collaboration, partnership working and added value to address the outcomes in the Community Plan. A monitoring and reporting mechanism on the delivery of these actions was put in place and the first Statement of Progress on the Community Plan was published in November 2019. This document used a range of population level indicators to measure progress.

The Delivery Plan was designed to be a living document which adapts and changes according to the needs of the Causeway Coast and Glens area. A review of the Delivery Plan was undertaken in 2020 which was timely as it was able to incorporate actions to address many of the impacts of Covid-19 on our community. New actions were developed which addressed poverty, loneliness, mental health issues, the economic situation, etc.

The Community Planning Partnership continues to work to develop and shape positive outcomes for all those who live in, work in and visit the Causeway Coast and Glens area, meeting changing social, environmental and economic conditions head on with practical approaches that will benefit our local community.

As the Community Plan is the key over-arching strategic framework for the Causeway Coast and Glens area, the Council and its statutory partners are expected to take this document as the starting point when developing their own strategies and plans for the future. Council has played a major role in the development and implementation of the Community Plan and consideration of the key outcomes of the Plan were the first step in Council's process of developing its new Corporate Strategy.



Causeway Coast and Glens Local Development Plan

The Local Development Plan (LDP) is one of three strategic documents published by Council. It is prepared within context of this Council Strategy and the Community Plan.

There is a statutory link between the Council's LDP and Community Plan. The LDP is a Spatial Land Use Plan that will guide the future development of the Borough up to 2035. It is also a spatial reflection of the Community Plan.

It seeks to balance competing demands arising from development and environmental protection.

There are three stages of LDP preparation:

- Preferred Options Paper (POP);
- Plan Strategy (PS); and
- Local Policies Plan (LPP).

Indicative dates for all three stages are set out in the LDP Timetable. The Council's Statement of Community Involvement in Planning (SCI) sets out how the Council will engage with the public and key stakeholders when preparing its LDP. Both documents are available to view online at:

<https://www.causewaycoastandglens.gov.uk/live/planning/development-plan>

Both the Plan Strategy and Local Policies are formal consultation stages of Plan preparation, and subject to Independent Examination (IE) by the Planning Appeals Commission (or other third party).

The Council has completed the POP and is currently working through the second stage of Plan preparation: publication of the Plan Strategy. Once the PS has been through IE and adopted it will replace the current regional operational planning policies contained within the suite of Planning Policy Statements (PPSs). Following this the Council will commence work on the Local Policies Plan stage.

When both the PS and LPP are adopted the LDP will replace the existing Area Plan for the Borough: The Northern Area Plan (NAP) 2016. Under the Northern Ireland 'Plan-led' system the LDP will provide the basis for decision-making on planning applications throughout the Borough.

Performance Improvement Plan

What is the Duty to Improve for Councils?

Part 12 of the Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all district councils must put in place arrangements to secure continuous improvement in the exercise of their functions. We are also required to set annual improvement objectives for the services we provide, have in place arrangements to achieve these objectives and publish an overview of our performance on an annual basis. As part of this, we are required to consult residents on our proposed improvement objectives and to publish an annual Performance Improvement Plan setting out the agreed improvement objectives for the year ahead and our arrangements to achieve them. A Performance Improvement Plan is designed to demonstrate to citizens and other stakeholders how we will deliver on this duty.

What is Improvement?

The definition of Improvement “Improvement” in the context of the Local Government Act (NI) 2014 means more than just quantifiable gains in service output or efficiency, or the internal effectiveness of the Council. Improvement for Causeway Coast and Glens Borough Council focusses on the issues that are important to our citizens and customers and means doing things that will enhance the sustainable quality of life and environment for our citizens thereby helping us to create a better future for all. At Causeway Coast and Glens Council we continue to define ‘improvement’ in the broadest, most strategic sense with a focus on providing leadership for the Borough while continuing to deliver best value and quality services to our ratepayers and other stakeholders.

CORPORATE STRATEGY

2021 - 2025

The Council's Corporate Strategy is a statement of the Council's commitment to the Causeway Coast and Glens Borough over the next four years. It provides a focus and direction given the challenges that face us now and in the future.

It forms the foundation of our work in the future and will influence and shape what we do and how we do it.

OUR VISION

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

OUR MISSION STATEMENT

The mission statement has been developed and adopted by the Council to provide clarity about the Council's role it defines what its core business is.

The mission statement provides clarity for the Council as a corporate body and its departments and units; it ensures that they remain focused on decisions and investments in projects and services which directly contribute to realising the vision for this Corporate Plan.

Our Mission Statement is:

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

OUR VALUES

Our values will define how we carry out our business, the standards we hold ourselves to and the principles which underpin how we connect, communicate and collaborate with citizens, peer local authorities and partners regionally and transnationally.

Everything we do as a Council is underpinned by the following 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.

OUR STRATEGIC PRIORITIES

Five strategic priority themes have been identified for Council to focus on over the next four years and for each priority area a number of outcome statements were developed outlining what we want to achieve against each theme.

The five strategic priority themes are:

- Cohesive Leadership
- Local Economy
- Improvement and Innovation
- Healthy, Active and Engaged Communities
- Climate Change and Our Environment

These five themes have been developed to reflect:

- The Council's statutory responsibilities and functions
- The context within which the Council operates which are a combination of global, national and regional scenarios.

Key performance indicators have also been identified and included in the Corporate Strategy. These will help us measure how successful we are in achieving these outcomes.

FOCUSING ON DELIVERY

Outcomes and indicators have been developed and adopted for each of the five themes. These will provide a framework for decision and investments across the Corporate Strategy timeframe. It is recognised that this Corporate Strategy has been developed and adopted at a time when society and the Borough are living with Covid 19.

Whilst this is new to our citizens and to the Council this will almost certainly mean that we spend the initial years of this Corporate Strategy recovering from the pandemic. This may mean that the themes and strategic delivery projects are reviewed annually and evolved to meet the emerging understanding and evolving context created by Covid 19.

It is also recognised that the Borough is part of a sub-regional Growth Deal which will bring significant additional resources to support regeneration and development across the Borough.

They provide this framework as follows:

Element	What will this do
Thematic Outcomes	Statements of what we want to achieve against each Corporate Strategy Theme across the five year timeframe of the plan.....the difference made
Outcome Indicators *	Data and information which allows us to measure progress towards the outcome
Strategic Delivery Projects	Strategic projects and programmes which Council aim to implement to deliver on the outcomes and contribute to the indicators

* Council has developed and is currently implementing a performance management dashboard (PERFORM) which will collect performance measurement data across its services. It has also become a member of a UK wide local authority network (APSE) which will allow it to benchmark its performance on a service by service basis against its peer local authorities across the UK.

Access to this level of service specific data will allow Council to measure performance against the indicators set out in the 2021 to 2025 Corporate Strategy. As it gets access to additional performance and benchmarking data it may be appropriate to refine the indicators. It is acknowledged that the 2021-2025 Corporate Strategy is launched at a point in time where the full impact of the Covid 19 pandemic is unclear. Therefore, it is appropriate that the indicators are revisited as the full impact of Covid 19 on these indicators becomes clear.

CORPORATE STRATEGY DELIVERY FRAMEWORK

The following table sets out the framework for the delivery of the 2021 -2025 Causeway Coast and Glens Corporate Strategy.

It establishes:

- The Themes
- The desired outcome against each theme
- Indicators for each outcome.....confirmation of how we will monitor progress to the stated outcome
- A range of strategic projects which the Council’s Departments are developing (new) and delivering (current)

Corporate Strategy Theme: Cohesive Leadership		
Outcomes	Indicators	Strategic Delivery Projects
Council operates as one effective and efficient corporate unit with a common purpose and culture	Staff surveys undertaken annually Ratepayer’s feedback	Corporate Strategy in place Members Charter agreed and adopted Annual Review of Corporate Strategy
Council has agreed policies and procedures and decision making is consistent with them	Assessment set out in the Local Government Auditors Report APSE Benchmarking Report (Annual)	Compliant decision making policies in place and underpinning Council’s decisions
Our elected members work collaboratively and make decisions on	Members Charter developed and adopted by Council	Members Development Programme in place

an evidence led basis and in line with its policies	A minimum of 85% of Elected Members engaged with the Members Development Programme	
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Corporate Strategy Theme: Local Economy

(Linked to Community Plan Population Outcome “A Thriving Economy”)

Outcomes	Indicators	Strategic Delivery Projects
<p>The performance of the economy of the Borough has recovered to pre Covid 19 levels. <i>(Linked to Action 23 in Delivery Plan for the Community Plan)</i></p>	<p>Rates for employment and unemployment return to 2019 levels Employment Rate (16-64 years) return to 2019 levels</p> <p>No of PAYE/VAT Registered Businesses at 2019 levels</p>	<p>Implementation of Covid 19 Recovery and Support Plan</p>
<p>Council contributes towards an improving median wage per employee within the NI norm <i>(Linked to Action 24 in Delivery Plan for the Community Plan)</i></p>	<p>Household Earnings increasing from £368 per week to £400 per week (over the duration of this Corporate Strategy)</p>	<p>Implementation of the Council led Economic Development Plan</p>

Council contributes to increasing early stage entrepreneurial activity in line within the norm for Northern Ireland <i>(Linked to Action 31 in Delivery Plan for the Community Plan)</i>	Increasing total early stage entrepreneurial activity from 5% to 5.5% by 2025	Implementation of the Council led Economic Development Plan
Council contributes to an increasing tourism spend per visitor per trip <i>(Linked to Action 34 in Delivery Plan for the Community Plan)</i>	Increasing visitor spend per trip from £170 per visitor per trip in 2018 to £200 per visitor per trip by 2025	Implementation of the Council Tourism Strategy
Council contributes to increasing business startup and survival rates <i>(Linked to Action 31 in Delivery Plan for the Community Plan)</i>	Increase business start up rate to the NI norm Improve business survival rate in line with the NI norm	Implementation of the Economic Development Plan and the Start Your Own Business Programme to 2022 and its replacement from 2022 to 2024
Council contributes to improving levels of business innovation in the Borough <i>(Linked to Action 27 in Delivery Plan for the Community Plan)</i>	Increase rate of innovation activity across the timeframe of the Corporate Strategy	Implementation of the Council led Economic Development Plan

* Growth Deal Projects are likely to be central to this Theme (and will be introduced at the Year One review when the Growth Deal projects for the Borough have been finalised)

Corporate Strategy Theme: Improvement and Innovation

Outcomes	Indicators	Strategic Delivery Projects
<p>Council maintains its performance as the most efficient of NI's local authorities</p>	<p>APSE Annual Benchmarking Data Report establishing Council's performance against agreed service indicators</p>	<p>Implement the Councils Capital Asset Realisation Programme</p> <p>Council becomes a member of the APSE Local Authority Benchmarking Platform</p>
<p>Council increases the use of technology and virtual processes to maximise the efficiency of its people and processes delivering high quality customer experiences</p>	<p>Percentage of transactions completed using online processes increasing across the timeframe of this Corporate Strategy</p> <p>APSE Benchmarking Report (Annual) produced and published</p>	<p>Introduction of the Initiative Members App for reporting ratepayer issues</p> <p>Develop and adopt the PERFORM Performance management dashboard</p>
<p>Businesses and household have access to high quality broadband which supports the digital economy and the development of learning and skills <i>(Linked to Action 28 in Delivery Plan for the Community Plan)</i></p>	<p>85% of Borough's Households have access to 10 megabit download</p>	<p>Continue to lead on Project Stratum and the Full Fibre Network</p>

<p>Council facilitates towns and villages in the Borough to continue to provide quality environments which evolve to meet the needs of their citizens, businesses and visitors to them <i>(Linked to Action 32 in Delivery Plan for the Community Plan)</i></p>	<p>Footfall in the Borough's towns returning to pre-Covid 19 levels Town Centre Vacancy Rates returning to pre-Covid 19 levels</p>	<p>Facilitation of the implementation of Town Masterplans and Village Plans</p>
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Corporate Strategy Theme: Healthy and Engaged Communities

(Linked to Community Plan Population Outcome "A Healthy Safe Community")

Outcomes	Indicators	Strategic Delivery Projects
<p>Citizens and communities are supported to develop improved approaches to health and wellbeing and lifestyle choices as they progress through the Covid 19 recovery journey <i>(Linked to Action 1 in Delivery Plan for the Community Plan)</i></p>	<p>Increasing percentage of people who participate in sport/physical activity in CC&G</p> <p>Active participants in Council sponsored Arts and Museums activity per head of population increasing across the timeframe of the Corporate Strategy</p>	<p>Delivery of Cultural Strategy and action plans for Arts and Museums Services</p> <p>Delivery of a Council facilitated Anti-Poverty Action Plan and associated initiatives</p>

<p>Citizens will have access to a range of leisure, recreational, green and play environments which support better physical and mental health and wellbeing <i>(Linked to Action 17 in Delivery Plan for the Community Plan)</i></p>	<p>Increasing percentage engaged in regular physical activity (as recorded in the NI Lifestyle Survey)</p> <p>Increasing amount of time spent outdoors by Borough citizens</p>	<p>Implementation of planned projects e.g. Portrush Recreation Centre or the Ballymoney Greenway as examples. *</p>
<p>The Borough comprises cohesive and stable communities which work collaboratively with a range of stakeholders to address issues and deliver on opportunities <i>(Linked to Actions 11, 12 and 13 in Delivery Plan for the Community Plan)</i></p>	<p>Increasing no of volunteers engaging with Council supported projects across the timeframe of this Corporate Strategy</p> <p>Increasing number of community and voluntary sector groups supported and engaged through Council's Community Development Strategy</p> <p>Increasing change in positive attitudes towards people from a different community background (from those participating in council Good Relations activity)</p>	<p>Implementation of the Council's Good Relations and Community Development strategies and action plans</p>

Citizens and communities will be centrally involved in Council's planning and decision making processes	Increasing number of citizens and community organisations inputting to Council consultation & engagement activities which inform service delivery	Development of a Public Participation Network (PPN) and associated citizen engagement initiatives
Citizens will understand risks to their safety and are supported to address risk taking behaviours or the life skills required to maintain their personal or family's safety <i>(Linked to Actions 9 and 10 in Delivery Plan for the Community Plan)</i>	Reducing percentage of Borough citizens reporting that fear of crime has a minimal impact on their quality of life Levels of recorded crime reducing across the timeframe of the Corporate Strategy	Implement an annual Policing and Community Safety Action Plan

Corporate Strategy Theme: Climate Change and our Environment

(Linked to Community Plan Population Outcome "A Sustainable Accessible Environment")

Outcomes	Indicators	Strategic Delivery Projects
The Borough is a leader in addressing Climate Change	Agreed Regional Climate Change Strategy in place contributes to regional/national targets	Climate Change Working Group established

<p>The Council will deliver its services using less energy across the timeframe of the Corporate Strategy</p>	<p>Implementation plans in place for the migration of the Councils fleet to hybrid and emission free vehicles Increasing adoption of LED lighting outdoor and indoor in Council spaces and places</p>	<p>Migration to hydrogen and electric/hybrid vehicles Carpark LED Lighting Replacement Programme</p>
<p>Increasing proportion of domestic and commercial waste recycled <i>(Linked to Action 19 in Delivery Plan for the Community Plan)</i></p>	<p>55% of municipal waste recycled by 2025</p>	<p>Development of the Six Council Materials Sorting and Recycling Facility (MSRF)</p>
<p>Citizens and visitors will have increased access to natural environments for sport, recreation and leisure <i>(Linked to Action 17 in Delivery Plan for the Community Plan)</i></p>	<p>Identification of potential Greenway and outdoor recreational environments and spaces with Council following its project development pathway to create the conditions for their delivery</p>	<p>List key outdoor access and development projects likely to be delivered by 2021.</p>
<p>Our natural assets and spaces are managed and developed to recognised standards and processes <i>(Linked to Action 21 in Delivery Plan for the Community Plan)</i></p>	<p>Cleanliness Index Rating for each DEA improving across the timeframe of this Corporate Strategy</p>	<p>Natural environments enhanced and achieving recognised standards where they exist (e.g. Blue Flag)</p>

<p>All citizens are aware of and supported to make lifestyle changes which contribute to reducing the Boroughs carbon outputs</p>	<p>Increasing number of citizens reporting improved lifestyle choices and positive behaviors</p>	<p>SMART and Green Grid Project from ED Plan</p>
<p>Existing domestic and commercial premises will be retrofitted to improve their energy efficiency</p>	<p>Targets for energy proofed properties achieved across the timeframe of this Corporate Strategy</p>	<p>Implementation of the Retro Fit project from the Council's Economic Development Plan</p>
<p>The Borough has efficient transport planning which encourages the use of environmentally neutral approaches to accessing work, services and recreational activities <i>(Linked to Action 20 in Delivery Plan for the Community Plan)</i></p>	<p>Increasing percentage of Borough citizens</p>	<p>Implementation of Greenway Projects and charging points for hybrid/electric vehicles across the Borough</p>

HOW WE WILL MEASURE SUCCESS

The Council's Corporate Strategy for the 2021-2025 timeframe is a living document. Like all strategic documents it must and will evolve to adapt to the changing context against which it will be implemented.

Central to evolving this Council Corporate Strategy will be measuring progress against the indicators set out in it whilst also adapting and evolving the indicators as new information becomes available.

The following processes will be undertaken, annually, to ensure that appropriate periodic reviews of the Corporate Strategy take place and the outputs of these annual reviews are communicated to the Council's rate payers and stakeholders.

The review processes will be:

- An annual review where performance against each thematic action plan will be measured against the agreed indicators using the Council's PERFORM dashboard and appropriate published data.
- An assessment of Council's effectiveness and efficiency through benchmarking service by service performance using the peer local authority performance information available from the APSE network.
- Publishing the annual review and any resultant amendments to the Corporate Strategy