



# Causeway Coast and Glens Shadow Council



# Interim CORPORATE PLAN



2014-15





# Welcome to the Causeway Coast and Glens Shadow Council Corporate Plan

## Purpose of Plan

### Purpose of the Interim Corporate Plan

The primary purpose of the Shadow Council Interim Corporate Plan is to provide a degree of strategic corporate consistency in relation to the transfer of convergence responsibilities from the Statutory Transition Committee to the Shadow Council. The organisational vision, mission and values contained within the Interim Plan reflect those identified by the Statutory Transition Committee and aim to set a cultural context that the Shadow Council can build upon in reviewing and developing a Corporate Plan for 1<sup>st</sup> April 2015 when the Causeway Coast and Glens District Council becomes the new Council.



# Causeway Coast and Glens Shadow Council

## Why We Were Put in Place ...



## Legal Basis of the Shadow Council

The Local Government Act (Northern Ireland) 2014 provides the enabling legislation for the Shadow Council to operate during the Shadow period. A number of other pieces of legislation have also been put in place to give effect to the Shadow period which include;

- Local Government Boundaries Act (2008)
- Transitional Provision and Savings Order (2013)

## Role of the Shadow Council

During the shadow period, the Causeway Coast and Glens Shadow Council will be required to prepare themselves to assume their full functions and powers on 1 April 2015. The Regulations associated with the Local Government Act (2014) empower the Causeway Coast and Glens Shadow Council to make the necessary preparations to fulfil these functions.

This will include making key decisions on the operation of the new council beyond 1 April 2015, such as the selection of a governance mechanism and filling positions of responsibility to the new council. The Regulations also ensure that the council will have access to all information and records it needs to prepare to deliver services, as well as providing for the continuation of any decisions previously taken by existing councils, after they cease to exist.

# Transferring Functions

## What key Functions are Transferring?

The following key functions will be transferring from Central Government to the new councils.

### Planning

- Local Development Plan Functions
- Development Control and Enforcement

### Roads

- Off Street Car Parking (except Park and Ride)

### Urban Regeneration and Community Development

- Functions associated with physical development (e.g. Environmental Improvement Scheme)
- Area based regeneration (such as Neighbourhood Renewal)
- Some Community Development Programmes for Voluntary and Community sectors

### Housing

- Registration of houses in multiple occupation
- Housing unfitness responsibilities, including repair and demolition notices

### Local Economic Development (transfer from Invest NI)

- Start a Business Programme and Enterprise Shows
- Youth Entrepreneurship (such as Prince's Trust and Shell Livewire)
- Social Entrepreneurship
- Investing for Women
- Neighbourhood Renewal funding relating to enterprises initiatives

### Local Tourism

- Small scale tourism accommodation development
- Providing business support including business start-up advice along with training and delivery of customer care schemes
- Providing advice to developers on tourism policies and related issues

Causeway  
Coast and  
Glens  
Shadow  
Council

**New  
powers to  
Councils.....**



## **Community Planning**

**One of the new responsibilities of the Causeway Coast and Glens District Council will be Community Planning.**

Community planning aims to improve the connection between regional, local and neighbourhood levels through improved partnership working and better use of all available resources. It recognises that no organisation alone can solve the problems or exploit the opportunities that exist in an area.

Established community organisations and other partners within the new Council area will be called upon and will have a statutory duty to assist in the Community Planning process.

The development of a structure and process to enable this to happen will be the responsibility of the new Council along with its community planning partners.

## **General power of competence**

Another responsibility will be the general power of competence. This power will give the Causeway Coast and Glens District Council greater legislative freedom to act in its own interest and to develop innovative approaches to addressing issues in its area.

# Causeway Coast and Glens Shadow Council

The Shadow Council  
will consist of 40  
Elected Members  
representing 7  
District Electoral  
Areas

## Who We Are ...

# SHADOW COUNCIL MEMBERS

<b>Member</b>	<b>DEA</b>	<b>Party</b>
William Blair	Ballymoney	TUV
John Finlay	Ballymoney	DUP
Philip McGuigan	Ballymoney	Sinn Féin
Tom McKeown	Ballymoney	UUP
Alan McLean	Ballymoney	DUP
Ian Stevenson	Ballymoney	DUP
Darryl Wilson	Ballymoney	UUP
Sam Cole	Bann	DUP
Richard Holmes	Bann	UUP
William King	Bann	UUP
Michelle Knight McQuillan	Bann	UUP
Roisin Loftus	Bann	SDLP
Orla Beattie	Benbradagh	SDLP
Boyd Douglas	Benbradagh	TUV
Tony McCaul	Benbradagh	Sinn Féin
Sean McGlinchey	Benbradagh	Sinn Féin
Dermot Nicholl	Benbradagh	Sinn Féin



# Causeway Coast and Glens Shadow Council

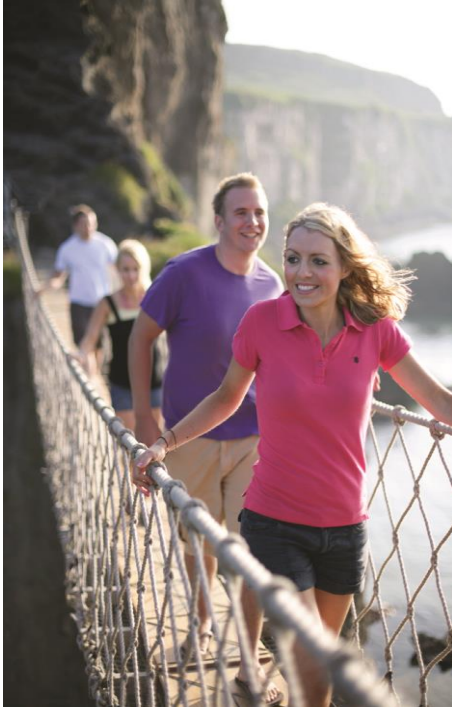
## Who We Are ...

Mark Fielding	Causeway	DUP
Frank Campbell	Causeway	DUP
Barney Fitzpatrick	Causeway	Alliance
Maura Hickey	Causeway	SDLP
Norman Hillis	Causeway	UUP
Sandra Hunter	Causeway	UUP
Sharon McKillop	Causeway	TUV
Trevor Clarke	Coleraine	DUP
George Duddy	Coleraine	DUP
David Harding	Coleraine	UUP
William McCandless	Coleraine	UUP
Stephanie Quigley	Coleraine	SDLP
Russell Watton	Coleraine	PUP
Aaron Callan	Limavady	UUP
Brenda Chivers	Limavady	Sinn Féin
James McCorkell	Limavady	DUP
Gerry Mullan	Limavady	SDLP
Alan Robinson	Limavady	DUP
Joan Baird	The Glens	UUP
Margaret McKillop	The Glens	SDLP
Cara McShane	The Glens	Sinn Féin
Padraig McShane	The Glens	Independent
Kieran Mulholland	The Glens	Sinn Féin



# Causeway Coast and Glens

## Area Profile

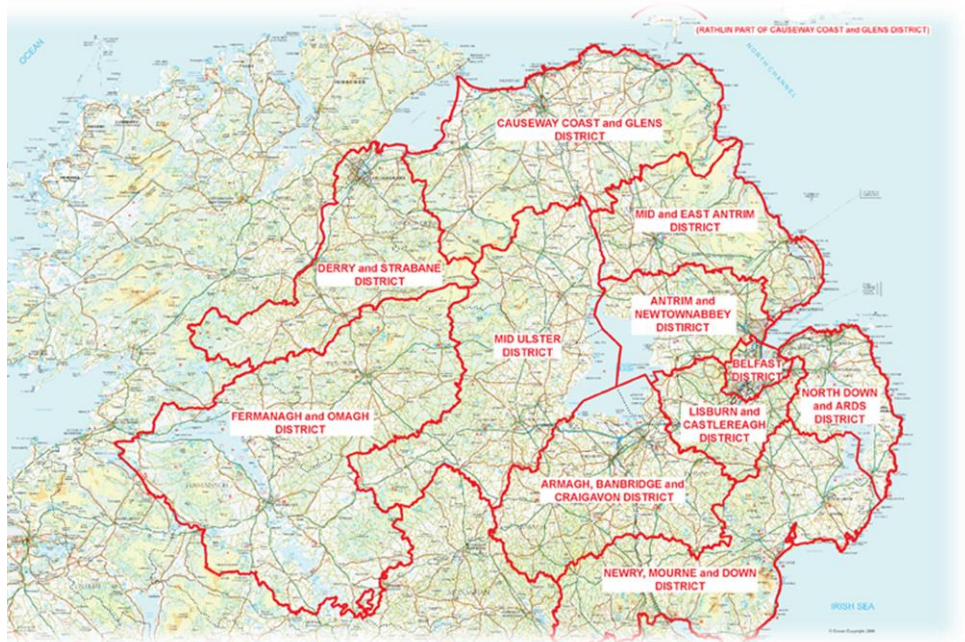


The new Causeway Coast and Glens District Council area will have a population of over 140,000 people and will comprise the four existing Council areas of Ballymoney, Coleraine, Limavady and Moyle. With its pristine Blue Flag beaches, championship golf courses and views of Donegal to the north-west and Scotland to the north-east, the dramatic coastline is considered one of the most scenic in Europe.

- Covering an area of almost 2,000 km<sup>2</sup>, the new district takes in some of the most magnificent landscapes on the island of Ireland – from the rich coastal environments of the north coast stretching from Lough Foyle to the Glens of Antrim, and Rathlin Island, and south as far as the Sperrin Mountains.
- There are almost 120 designated environments within the new district, including National Nature Reserves, Areas of Outstanding Natural Beauty, and the famous World Heritage Site of the Giant’s Causeway.
- The area has an imaginative mix of independent and multiple retail centres, attracting shoppers and visitors from all over the wider region.
- The new district has strong links with its agricultural background, with around 1,000 farms and many spin-off businesses and industries forming an important part of the employment mix.
- With the Causeway Coastal Route encompassing the Glens of Antrim to Lough Foyle, a burgeoning tourism sector has become an important contributor to the local economy, mixing a wide range of accommodation, activity and entertainment providers.
- The area has a range of top-class education facilities with several further and higher education institutions. The University of Ulster is situated within Coleraine. Course provision is broad – biomedical sciences, environmental science and geography, psychology, business, the humanities and languages, film and journalism, travel and tourism, teacher training and computing are among the campus strengths.
- The area buzzes with year-round activity and prestigious events include the North West 200 Motorcycle Race, the Northern Ireland International Airshow and the NI Milk Cup, which is the most prestigious youth football tournament worldwide. With so many visitors, the area is well served with numerous pubs and restaurants, and festivals, such as the Ould Lammas Fair and Danny Boy.
- The new Causeway Coast and Glens area is truly a golfer's paradise, offering no less than 12 Golf Courses with a variety of terrains from spectacular links to delightful parkland. The world famous Irish Open tournament was held in the Royal Portrush Golf Course back in 2012. It was the first time it has been held in Northern Ireland since 1953 and became the first sell-out the European Tour has had. Up to 130,000 people descended into Portrush for the tournament which was televised worldwide. The Irish Open Golf tournament provided a real stimulus for tourism regeneration and elevated the Causeway Coast and Glens onto the global tourism scene.

# Causeway Coast and Glens

# Area Profile Where We Are

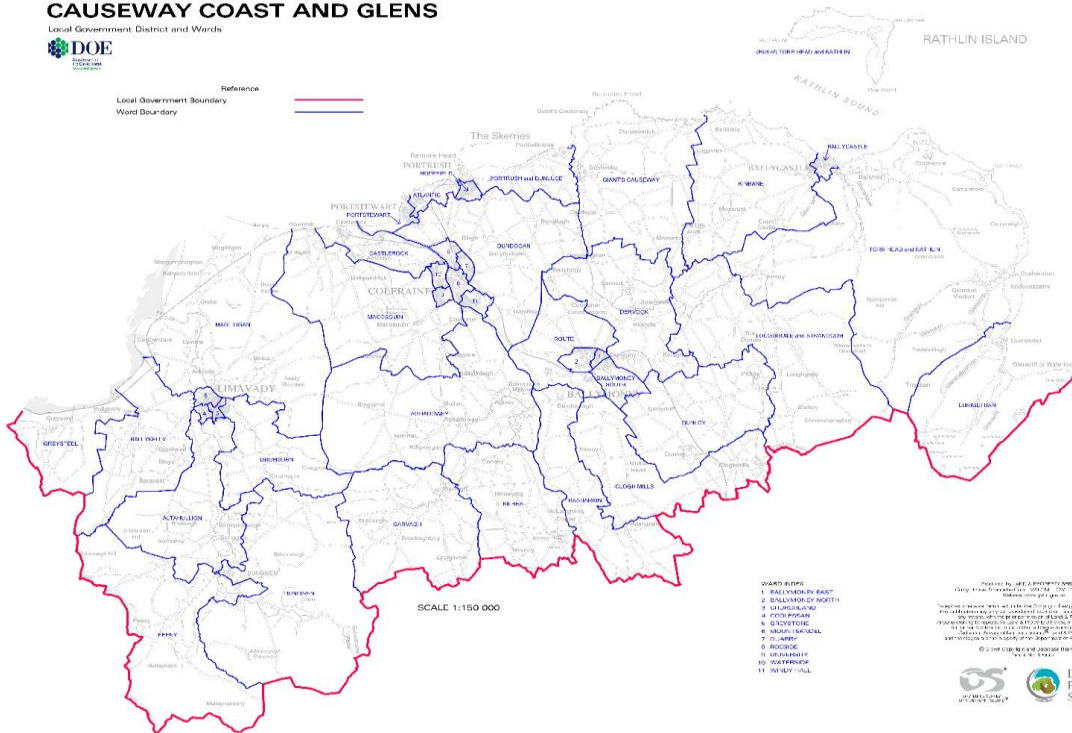


Map showing the 11 new Council boundaries

Local Government (Boundaries) Order (Northern Ireland) 2012

## CAUSEWAY COAST AND GLENS

Local Government District and Wards



Map showing the new Causeway Coast and Glens District area with electoral wards

# Causeway Coast and Glens

# Area Profile

# Economy & Infrastructure

The area has a diverse economy which is characterised by the nature of the four areas which make up the new Council area. As with all areas in Northern Ireland and the wider UK, it has suffered setbacks over the last five years, and it is not without its social and economic problems.

However, tourism related accommodation, food and entertainment jobs feature highly in the area. Agriculture is a key sector in the area, with wholesale, retail and related activities also playing a key role in the social and economic life of the new district.

Recent interventions by the existing councils have concentrated on diversifying into new areas of work. The creative, digital and media sectors are a particular focus of interest. The unique siting of one university within the district, and another within 14 miles, means easy access to the latest thinking and talent in education. This has offered new opportunities for the medical and data sectors, recently confirmed by the siting of a new data centre in the Coleraine area.

The district has four active Chambers of Trade who work in partnership with existing councils. The Councils also have excellent working relationships with a range of government departments and agencies, such as Invest Northern Ireland, the Department for Employment and Learning and the Department for Social Development.

The main towns within the new district have all developed new masterplans to guide their development over the next ten years. Elements of public and private realm work have already begun and this will be an important focus for the future of the area's main centres.

The Causeway Coast and Glens area is well-serviced by road, rail and airport. With arterial links to the cities of Derry/Londonderry and Belfast, the area is within easy commuting distance of the region's retail and entertainment offers.

The City of Derry Airport lies to the west of the new district, and there are intentions to grow and increase the number of scheduled routes out of the airport from 7 as of 2010, to 10 by 2015, and 15 by 2020, providing important linkages to Great Britain and beyond. Both Belfast International and George Best City of Belfast airports are both within easy commute.

The area is serviced by the main Belfast to Derry/Londonderry rail lines. One of the most beautiful train journeys in the world, linkages to the Maiden City can be made in just over 40 minutes, and within 90 minutes to the centre of Belfast, with onward journeys to Dublin easily accessible for the commuting traveller.

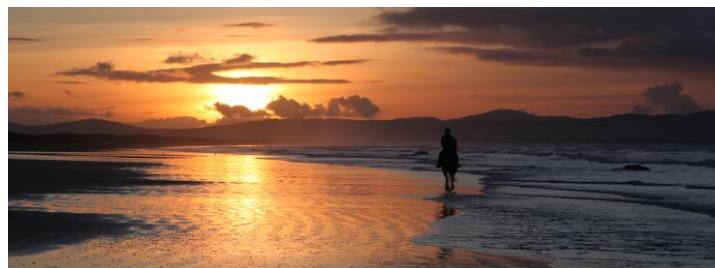
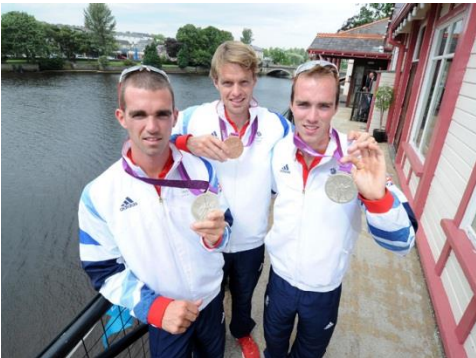




# Causeway Coast and Glens

## Area Profile Key Assets

- The new area has around thirty schools from controlled, integrated and state sectors, two further and higher education colleges with outreach facilities, and the University of Ulster in Coleraine. The area will also have a newly-developed special needs school in the Limavady area.
- The main hospital for the area, Causeway in Coleraine, is run by the Northern Health and Social Care Trust, while other facilities exist in Ballymoney, Ballycastle and Limavady.
- The area's main arts facilities are centred around Flowerfields Arts Centre, Roe Valley Arts and Cultural Centre, and Ballymoney Town Hall Arts Centre. Each has a diverse programme of display-based art, art participation, music, performance and dance. Riverside Theatre is also supported in partnership with the University of Ulster.
- The area's main leisure services are incorporated into a series of centres, based in Coleraine Leisure Centre, Roe Valley Leisure in Limavady, the Joey Dunlop Centre in Ballymoney and Sheskburn Recreation Centre in Moyle.
- Each area has a wide range of playing fields and leisure facilities for most mainstream sports, including 3G pitches and multi-use games arenas. Plans exist for a major multi-million pound development in the Coleraine area for a North Coast Sports Village.
- The new council has a wide range of well-qualified and hard-working staff who will come together as a team from four diverse areas bringing skills and strengths developed from years of delivering services to local residents.
- The area has a diverse natural environment which is rich in biodiversity and teeming with wildlife. With over 140 km of coastline, the Causeway Coast and Glens boasts pristine sands, an exceptional record of Blue Flag beaches, water and land based activities and a strong Tourism product.
- Myths, legends and a strong sense of history and heritage make the area an interesting study for both residents and visitors.



Causeway Coast  
and Glens  
Shadow Council

# Corporate Plan



## THE CORPORATE PLANNING PROCESS

One of the first tasks of the Causeway Coast & Glens Statutory Transition Committee was to develop its own Corporate Plan. The content of that plan now forms the basis for the Shadow Council Interim Corporate Plan.

The Committee based this process on the concept that corporate strategy was:

*“... the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for those goals.”*

The Committee based their corporate planning process on the principles of:

- ⊕ **Developing simple and consistent vision and goals**
- ⊕ **Having a thorough appreciation of the external environment**
- ⊕ **Being acutely aware of available resources**
- ⊕ **Effective implementation of the Plan.**

As an initial exercise the Committee carried out a ‘PEST’ analysis (**P**olitical, **E**conomic, **S**ocial and **T**echnological) which looked at the internal and external environments within the four Council areas.

A ‘SWOT’ analysis (**S**trengths, **W**eaknesses, **O**pportunities and **T**hreats) was also undertaken and the outcomes from these two exercises provided a foundation for the development of this Corporate Plan.

For its Corporate Plan the Committee:

- ⊕ **Created a vision of what it wants to achieve**
- ⊕ **Developed a mission statement which outlines its purpose**
- ⊕ **Established the values and behaviours it expects from Committee Members**
- ⊕ **Identified six strategic themes as areas the Committee should focus on.**

Causeway Coast  
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Shadow Council

# Corporate Plan

## What Is Our Vision?

Our Vision is:

*Making the most of our natural assets, we will provide inclusive, customer focused, innovative services, to shape our area for residents, workers and visitors.*



Causeway Coast  
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Shadow Council

# Corporate Plan

## What Is Our Purpose?

Our Mission is to:

- Provide accountable, civic leadership
- Deliver high quality, sustainable services
- Protect and enhance our environment
- Establish the new Causeway Coast and Glens District Council

to improve the well-being and quality of life for all.





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# Corporate Plan



## What Is Important To Us?

The Values and Behaviours that should underpin everything we do are:

<b>Equality</b>	<i>Evenly available, impartial and free of bias</i>
<b>Integrity</b>	<i>Acting morally and honestly</i>
<b>Transparency</b>	<i>Open and easily understood</i>
<b>Respect</b>	<i>Having due regard for the needs of others</i>
<b>Accessibility</b>	<i>Easily reached and obtained</i>
<b>Professionalism</b>	<i>Meeting high standards of service and making a positive contribution</i>
<b>Positivity</b>	<i>Being constructive and adopting a 'can do' approach</i>
<b>Innovation</b>	<i>Being proactive about identifying new methods</i>
<b>Courage</b>	<i>Being confident to take the right decision</i>
<b>Empowerment</b>	<i>Pushing responsibility and accountability to the appropriate level.</i>

Causeway Coast  
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Shadow Council

# Corporate Plan



## What Do We Want To Do?

We want to focus on and successfully address the following six Strategic Themes:

### 1. Transition and Transformation

This includes successful completion of all actions in the Sub-Group short term implementation plans.

### 2. Health and Wellbeing/People

This includes supporting staff in the four converging Councils through the transition process.

### 3. Sustainability

This includes environmental protection; sustaining our natural heritage; being economically prudent; and meeting waste targets.

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Shadow Council

# Corporate Plan

## What Do We Want To Do?

### 4. Prosperity

This includes addressing sustainable development; promoting tourism; and exploiting technology.

### 5. Equality

This includes promoting good relations and ensuring equality and diversity issues are addressed.

### 6. Community

This includes partnership working and community planning (including capacity building).



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Shadow Council

# Corporate Plan

## How Will We Do It?

The implementation priorities identified by the Committee are:

- **Organisation Design**
- **Continued Service Delivery**
- **Investment in Technology**
- **Governance**
- **Communications**
- **Plan for the Future**
- **Forge the Brand**
- **Build Partnerships**
- **Good Relations**
- **Supporting Staff**

Implementation plans will be prepared by a range of project working groups to take forward these priority areas.





## CONTACT DETAILS

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