

<b>Report on</b>	Corporate Plan 2024-2028: Draft Corporate Plan Objectives and Measures
<b>Date of Meeting</b>	Wednesday, 10 July 2024
<b>Reporting Officer</b>	P Moffett, Assistant Director: Org Development, Strategy & Performance
<b>Contact Officer</b>	Celene O'Neill, Community and Strategic Planning Officer

<b>Is this report restricted for confidential business?</b>  If 'Yes', confirm below the exempt information category relied upon	Yes	
	No	X

<b>1.0</b>	<b>Purpose of Report</b>
1.1	To consider and agree the 2024-2028 draft corporate objectives and associated measures for inclusion within the Council's Corporate Plan to assist and inform the final development of the 2024-2028 plan within its new format.
<b>2.0</b>	<b>Background</b>
2.1	The Council's second Corporate Plan (2020-2024) has come to the end of its natural lifespan and work has been ongoing to prepare a new Plan for the period 2024 - 2028.
2.2	Our Corporate Plan sets the overall strategic roadmap for the council's activity and work over the next four years. It sits in context with the other broader plans and strategies for the district extending to the Community Plan, local development plan and Mid-South-West Regional Economic Strategy providing the basis for our service delivery, and mechanism for monitoring progress. The plan also sits as our core strategic source around which our operational directorate level service plans, strategies and action plans are built.
2.3	In line with our brief, we have developed a concise, yet comprehensive, set of draft Objectives with measurable targets that are challenging but achievable (Appendix 1). These do not reflect everything Council does but rather set out our strategic focus and commitment to the district over the next four years. We have developed the draft Objectives with a focus on delivering the services that our citizens need and want. While our draft Objectives are set within the context of ongoing financial and resource constraints, we remain a forward looking Council which intends to progress with positivity, continually seeking out and embracing new and innovative practices, technologies and ways of thinking.
2.4	Our Plan provides a basis for us to regularly check progress and if necessary, adjust the direction of our more detailed Directorate service plans.

3.0	<b>Main Report</b>
	<p data-bbox="228 271 574 302"><b><u>Development of the Plan</u></b></p> <p data-bbox="145 338 188 369">3.1</p> <p data-bbox="228 338 379 369"><b>Our Vision</b></p> <p data-bbox="228 371 1189 403">Council’s Vision remains the same – to be <i>‘at the heart of the community’</i>.</p> <p data-bbox="145 439 188 470">3.2</p> <p data-bbox="228 439 384 470"><b>Our Values</b></p> <p data-bbox="228 506 1358 568">While Our Values have been slightly refined, the sentiments remain largely unchanged from our last Plan.</p> <ul data-bbox="228 607 1422 1265" style="list-style-type: none"> <li data-bbox="228 607 1422 719">• Customer first <i>we will engage and listen to our customers to better understand what they want and need and offer excellent access to good quality services</i></li> <li data-bbox="228 763 1422 835">• Respect <i>we will celebrate diversity and treat everyone equitably and with respect</i></li> <li data-bbox="228 880 1422 992">• Excellence <i>we will continuously improve our services and work towards the best Mid Ulster there can be</i></li> <li data-bbox="228 1037 1422 1108">• Honest and Trustworthy: <i>we will be open and accountable in developing our plans and delivering services</i></li> <li data-bbox="228 1153 1422 1265">• Innovative: <i>we will seek to make maximum use of technology and other opportunities to improve services in our district.</i></li> </ul> <p data-bbox="228 1305 707 1337"><b><u>Internal and External Engagement</u></b></p> <p data-bbox="145 1373 188 1404">3.3</p> <p data-bbox="228 1373 1321 1471">Internally, considerable engagement has been undertaken within Directorates and Members to ensure that our draft Objectives are reflective of our service and district needs.</p> <p data-bbox="145 1507 188 1538">3.4</p> <p data-bbox="228 1507 1393 1771">We commenced with a look back on our progress in delivering the priorities contained in the Corporate Plan 2020-2024. The results of this review helped shape a series of Directorate level workshops facilitated by Williamson Consulting with support from Organisational Development. Williamson Consulting developed and presented draft Objectives, which were subsequently refined by the Directorate Management Teams and agreed with SMT. There are 21 draft Objectives under three themes – Theme 1. Our Service Delivery; Theme 2. Leadership and Partnership for Growth; and Theme 3. Being the Best Council Possible.</p> <p data-bbox="145 1807 188 1839">3.5</p> <p data-bbox="228 1807 1409 2009">A series of draft measures have been developed for each objective. These are flexible and can be developed further as work progresses. The measures help us determine and quantify our success in delivering better service outcomes. Regularly monitoring progress provides us with an indication as to whether we are on track to achieve the outcome we desire. We will report progress to senior management every six months in October and April of each year and annually to Council.</p>

3.6 Externally, we held a citizen Focus Group Panel to get feedback and input on the draft Objectives and measures. The Panel included a cross-section of ratepayers, customers, business, community and voluntary sector representatives and existing Service Focus Group participants, all of whom had expressed an interest in participating. Two sessions were planned for Moy and Moneymore. We did not proceed with the Moy session due to low numbers and making alternative arrangements for engagement. The session held in Moneymore Recreation Centre on 14 May was attended by 15 representatives from the Focus Group Panel.

3.7 In general, the response to the draft corporate Objectives and measures was positive. Many helpful suggestions were made and supportive commentary of Council's activities relayed on its services and plans. Summarised as:

<b>Assessment on Commentary: Public Engagement Event</b>	
<b>Theme 1 – Our Service Delivery</b>	There was general support for Council's objectives on the environment, economic development and improving digital access to our services. The importance of still providing face-to-face contact for those citizens who require it was highlighted. While Council was given credit for effective co-design in the past, the need to meaningfully engage and involve local people in decision-making, with local needs being the main driver of our plans, was emphasised. There were wider discussions around housing and education and concern expressed around the timescales for the Local Development Plan.
<b>Theme 2 – Leadership and Partnership for Growth</b>	Council has an important role as a catalyst for driving forward larger projects, often involving other regional organisations, so that they progress in line with local needs and wishes. There was support for Council working in partnership to address Lough Neagh's water quality issues and maximise the tourism opportunities presented by the Lough. Other concerns raised related to car parking, particularly in town centres.
<b>Theme 3 – Being the Best Council Possible</b>	It was recognised that innovative approaches to recruitment and training are needed to address the human resource issues faced by Council and many other organisations. There was support for Council's desire to be financially sustainable, using public money effectively and applying good governance practices. More information on Council's website, social media and in paper form would be useful, as would more creative and better use of the Council's estate and new technologies.

3.8 An online survey was published on Council's website, inviting feedback from the public. This was open for responses between 21 May and 14 June 2024 and promoted through our social media channels. We received a number of responses (12). In summary, the majority agreed with the draft Objectives (10 respondents). More detail was provided on the need to concentrate on our statutory responsibilities; services being provided based on

	<p>demographic need, targeting under-represented/diverse groups and being fully accessible; the importance of Growth Deals and support for business and tourism, especially in smaller rural towns and villages; support for protecting the environment; an emphasis on spending ratepayers money wisely and the importance of having good governance and a skilled, satisfied workforce.</p> <p><b><u>Corporate Plan: Format</u></b></p>
3.9	<p>Our Communications Team is working with us to develop and produce our final Corporate Plan in the format of a short video. The film will include a mix of visually appealing graphics communicating the Council’s vision, values and background information about the Mid Ulster district, along with video footage of various staff members, business representatives, young people, community planning partners, etc presenting the Objectives in a way that engages the audience and fosters a sense of connection to the strategic focus of the organisation over the next four years. Video recordings will take place at key locations and Council sites throughout the district.</p>
3.10	<p>An online web-page version will be uploaded on our website and a ‘Word’ version that complies with content accessibility requirements will also be available.</p>
<b>4.0</b>	<b>Other Considerations</b>
<b>4.1</b>	<b>Financial, Human Resources &amp; Risk Implications</b>
	Financial: Not applicable
	Human: Not applicable
	Risk Management: Not applicable
<b>4.2</b>	<b>Screening &amp; Impact Assessments</b>
	Equality & Good Relations Implications: None identified at this time. Equality Screening attached at Appendix 2 in line with our Equality and equality statutory duty
	Rural Needs Implications: None identified at this time. Rural Needs Impact Assessment attached at Appendix 3 in line with a commitments under the Rural Needs statutory duty
<b>5.0</b>	<b>Recommendation(s)</b>
5.1	<p>That Members consider, review and agree the draft Corporate Plan objectives, as detailed and presented within appendix 1 to this report, for inclusion in the 2024-2028 corporate plan for production in print, online, digital and video formats.</p>
<b>6.0</b>	<b>Documents Attached &amp; References</b>
	<p>Appendix 1: Corporate Plan Objectives and Measures: draft  Appendix 2: Equality Screening  Appendix 3: Rural Needs Impact Assessment</p>