

Ards and North Down Borough Council

Corporate Plan 2020-24

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Foreword

This will be developed prior to publication of the final Plan.

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Setting the scene

Our Borough



Ards and North Down has approximately 160,000 residents, living in a mix of towns, villages and rural areas. The area has long been recognised as a very desirable place to live, with many superb amenities – schools, leisure and sports facilities, generally good transport links and quality infrastructure.

Our residents have a life expectancy of 81, above the Northern Ireland average, we generally report above average health and we have obesity levels below the regional average. We are, however, the only borough in Northern Ireland where our older population is growing faster than our younger population and this trend is predicted to continue. As 80% of our population live in the northern 25% of our Borough, rural connectivity remains a challenge.

We have higher than average employment levels and lower inactivity, though a significant proportion of residents travel out of the Borough to work.

The area has a strong link to early Christian heritage through St Columbanus and Bangor Abbey, Nendrum Monastery and Movilla Abbey. Our built heritage extends to many medieval tower houses and the Cistercian Grey Abbey. The National Trust House and Gardens at Mount Stewart are also exemplary.

The area experienced significant change during the 17th century, when there was a large influx of migrants from, in particular, Scotland. The effect of this period is still very evident today in the place names, surnames, dialect and a strong sense of an Ulster Scots culture.

We live in an area of rich heritage and a beautiful environment, recognised through a range of accreditations and protections. Our Borough is bounded by the shores of Belfast Lough to the north and the Irish Sea to the east. Strangford Lough, with its reputed 365 islands provide the coastline to the west of the area and creates the Ards Peninsula to the east.

Our Borough covers 228m² and we have 115 miles of coastline. The special environment of Strangford Lough, with its unique habitat for birds and sanctuary for wildlife, has created the optimum location for Exploris in Portaferry (Northern Ireland's only Aquarium) and the Wildfowl and Wetlands Centre at Castle Espie (Comber). Our borough offers a superb environment for the development of sailing and water sports. Bangor is home to the island of Ireland's largest marina with space for 600 boats.

Climate change remains a threat to us, both locally especially given our long coastline and substantial low lying areas, but also globally as we care about the state of the planet now and for future generations.

Our environment also presents opportunities for sensitive growth of tourism and prosperity under a sustainable development approach.

Over 4,600 VAT Registered Businesses are located in Ards and North Down, with most having fewer than ten employees. Our businesses are primarily within services, agri-food, tourism and manufacturing sectors. Our Borough generally has low unemployment though a significant number of residents travel to work outside of the Borough.

Tourism is a mainstay of the local economy with overnight visits contributing almost £50m per annum to the local economy. In addition to heritage, environmental and cultural attractions mentioned above, other popular attractions include Pickie Fun Park in Bangor, the Ulster Folk and Transport Museums at Cultra, and Scrabo Tower in Newtownards.

The Borough has a strong reputation for hosting major events attractive to both residents and visitors. These include the Circuit of Ireland Rally, Aspects Literary Festival, the Creative Peninsula Festival, the Open House Festival, Portaferry Gala Week, Comber Earlies Food Festival and the Holywood May Day celebrations.

The developing agri-food sector has created more local employment and a thriving restaurant scene resulting in the area becoming a desirable 'food-tourism' destination.

There have been significant recent investments in the Borough including public realm schemes in our towns, the new Ards Blair Mayne Wellbeing and Leisure Complex, a range of sporting facilities including Londonderry Park, the refurbishment of Exploris Aquarium and a range of facilities across our villages. The next few years are likely to see further investment including a redeveloped Queens Parade in Bangor, Bangor Waterfront redevelopment, Whitespots Country Park and a network of Greenways.

What we want for our Borough

As a Council, we are highly ambitious about improving our Borough. To support this, since 2015 we have been facilitating community planning in our Borough. This has involved working with partners (both named statutory and non-statutory) to develop and implement a shared vision for promoting well-being, increasing community cohesion and improving the quality of life of all our residents.

The Community Plan (The Big Plan for Ards and North Down) was published in March 2017 after we spoke to our residents and other important stakeholders about what they value. The Big Plan also considers the regional Programme for Government.

As a community planning partner, we embrace the vision outlined in the Big Plan, namely “Ards and North Down is a vibrant, connected, healthy, safe and prosperous place to be”.

The Big Plan provides the strategic direction for how all public services should be delivered in Ards and North Down. It provides 5 desired outcomes that we, as a community, should pursue to achieve our vision.



“All people in Ards and North Down...”

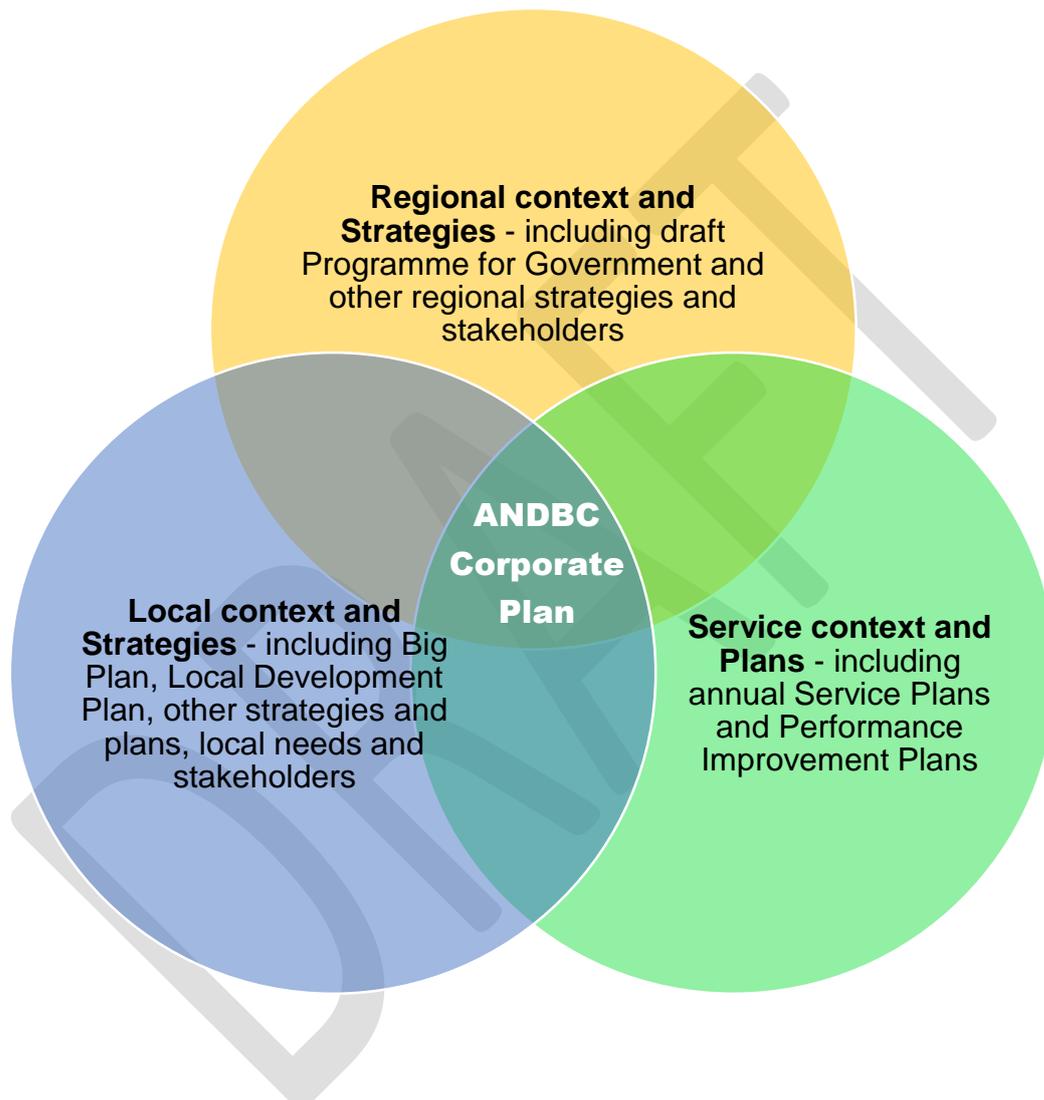
- Fulfil their lifelong potential
- Enjoy good health and wellbeing
- Live in communities where they are respected, are safe and feel secure
- Benefit from a prosperous economy
- Feel pride from having access to a well-managed sustainable environment

Further detail on the outcomes can be found in the Ards and North Down Big Plan, via the Council website.

We recognise that the Big Plan provides a direction for the period 2017-2032 and that, though we will work towards this as a Council, its ambitious aspirations will not be achieved within the next four years of the Council’s Corporate Plan. Similarly, this longer-term vision will require contributions from our partners and our residents.

As a Council, we will drive our contribution to the Big Plan, working with partners and ensuring that our Corporate Plan demonstrates how we contribute to the Big Plan outcomes through the delivery of our services and programmes, with the 2020-24 period providing a strong foundation for future efforts.

The following diagram illustrates how the Corporate Plan links with the wider regional context such as the draft Programme for Government, as well as aligning with local strategies and plans. The Corporate Plan sets out our ambitions for what we will achieve and also provides the context for more detailed annual plans within Council that will support this.



Our strategic context

In developing our Corporate Plan, we need to take account of what is happening around us. Much has changed since the last plan was developed in 2015. As a Borough and as a Council there is great potential ahead though there are also challenges to be overcome. Key factors include:

- Political uncertainty and change, regionally and internationally.
- Economic challenges including global and regional pressures on businesses. At a local level our Borough has an economy that has seen low growth in recent years, creating financial pressure on local businesses. This also results in low growth in the available pool of business ratepayers – putting greater pressure on existing businesses and householders to share the rates burden - and this puts pressures on the sustainability of Council services, resources and investment in the Borough.
- Social changes including increasing demands on services and local challenges such as demographic changes as our population ages and also local pockets of deprivation, despite our overall above regional average position
- Increasing opportunities, but also threats, presented by technology
- Increased awareness and focus, globally and locally, on environmental sustainability including climate change, carbon footprint and the impact of waste. Our Council has declared a climate emergency in response.

Taking these factors into account along with our own current strengths and weaknesses, we would summarise the key issues as per below:

<p style="text-align: center;">Key Strengths</p> <ul style="list-style-type: none"> • High ambition • Good Value for Money – lowest cost per head of population • High resident satisfaction (83%) • Demonstrate good governance as reflected in regular audits • Experienced, skilled and committed workforce • Significant recent investments and achievements across Borough 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Resources are spread thinly and may not align with ambition • Would benefit from clearer prioritisation and focus of energies • Cost per head of population • Low rate increases are unsustainable given previous and planned investment and associated borrowing • Relatively high borrowing • Low financial reserves
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Securing investment through Belfast Region City Deal • Harnessing mobile technology to innovate in service delivery and ways of working • Council can afford to modestly increase debt and financing expenditure 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Increasing demand on services • Low business growth and resulting limited rates base is putting pressure on ability to deliver Council services and invest in the Borough • Environmental concerns including climate change

As a Council we have a range of existing strategies and plans that provide context and direction for the next 4 years, including:

Integrated Strategy for Tourism, Regeneration and Economic Development

2018-2030 – our key commitments include increasing the number of jobs by 7500, our share of NI overnight trips to 10% and increasing visitor expenditure to £82m by 2030.

Integrated Arts and Heritage Development Strategy 2018–2023 – including themes of investment, audience engagement, access, advocacy, skills development and participation.

Estate Strategy 2020-2025 – this will impact on current and proposed estate assets. The extent of impact will depend on the subsequent Estates Plan though adopted principles include taking a “whole borough” approach, partnering with other sectors, maximising efficiency and sustainable, strategic investment.

Age Friendly Strategy and Action Plan 2019-2022 – working with partners in an Age Friendly Alliance, we will make our Borough a great place to grow older and an area in which everyone, regardless of age, is valued and respected. This will include issues such as outdoor spaces and buildings, transport, housing, social participation, respect and inclusion, civic participation, communication and information and community and health.

Belfast Region City Deal – this is an investment package of over £1 billion for the wider ‘Belfast city region’ – working across six partner Councils, supported by investment from Treasury, NI Executive, Queen’s University and Ulster University and the private sector. This will seek to create up to 20,000 new and better jobs alongside delivering a 10-year programme of inclusive economic growth – including an increase of £470m Gross Value Added (GVA) across the Belfast Region.

Other strategies under development – upcoming strategies or plans include:

- Local Area Development Plan – this will set out our plans and a policy framework which will guide physical development decisions within the Borough for the next 15 years
- Digital Strategy – this will set out proposals for development of the local Digital Sector and digital infrastructure across the Borough
- Roadmap to a Sustainable Future – this will outline how the Council will progress towards a goal of sustainable development, aligning with the United Nations Sustainable Development goals
- Sustainable Waste Resource Strategy (Phase 2) – this will outline how the Council can further encourage our residents and businesses to reduce, reuse and recycle
- Borough Events Strategy – this will outline how events can play a role in supporting the local economy, including Council owned events and others
- Parks and Open Spaces Strategy – this will outline how we will better utilise our parks and open spaces

- Car Parking Strategy – this will detail how Council car parks can provide for the needs of the Borough's towns and villages
- Borough Marketing Visitor and Investor Propositions – these will follow from the Integrated Strategy for Tourism, Regeneration and Economic Development and highlight proposals to attract visitors and inward investment

Did you know? This Council has the lowest cost per head of population in Northern Ireland. Around 78% of our income comes from rates. We receive around 40% of your rates bill with the remainder going to regional bodies.

A range of key statistics are shown overleaf.

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Ards and North Down – Strategic Context



In 2018 **160,098** people lived in Ards and North Down

In 2016, 20% of the population were over 65, by 2032 it will be 28%.



In 2019 17.6% of people are under 15 and 45% are under 40



80% of AND residents live in 20% of the borough

All people in AND fulfil their lifelong potential

All people in AND enjoy good health and wellbeing

All people in AND live in communities where they are respected, are safe and feel secure

All people in AND benefit from a prosperous economy

All people in AND feel pride from having access to a well managed sustainable environment

90% achieved at least 5 GCSEs A*-C (2017/18)

61% Achieved at least 2 A-levels (2017/18)

35% achieved NVQ Level 4 and above (2017)

People living in AND have the highest levels of life satisfaction in NI (2014-16)



Organ Donor Registrations increased from **67,688** (2015/16) to **80,573** (2017/18)

79.3 years Life Expectancy – Males (2015-2017)

82.6 years Life Expectancy – Females (2015-2017)

1,573 Patients on the Dementia Register (2018/19)

93% of adults engaged in culture, arts and leisure (2011-14)

Recorded incidents of anti-social behaviour have reduced from approx. **6,000** per year in 2008/09, **5,000** in 2017/18 to **4,000** in 2018/19

67% People who believe their cultural identity is respected by society (2014-15)

76% Employment Rate 16-64 years olds (2017)



88% Jobs in AND are in the service industries (2017)

Turnover of businesses increased from **£2,187m** in 2014 to **£3,015m** in 2017

£51.01 million Expenditure on overnight trips (2017)



AND is 228 square miles with 115 miles of coastline

£147,639 Average house price



15 Areas of Special Scientific Interest,
3 RAMSAR sites (wetlands of international importance),
1 Marine Nature Reserve,

Your feedback

We conducted a Residents Survey in 2018 with a representative sample of 1035 residents.

The key findings were:

- Most people (83%) indicated they were satisfied by the Council overall, with only 1% dissatisfied;
- Most people (93%) were satisfied with their local area as a place to live;
- Residents said our top priorities should be:
 - Attracting jobs, investment and the local economy (35%)
 - ensuring annual rate increases are kept at or below inflation (15%)
 - improving people's health and wellbeing (11%)
- There was a high level of internet use among residents with most using social media platforms as well as mobile phone apps – residents wanted to see better engagement from the Council with 78% supporting more online services.
- Residents most commonly would prefer for the Council to engage with them using online approaches

The feedback from the survey is consistent with the themes of the economy and technology highlighted in the previous section.

In 2019 we also held focus groups where a panel of residents gave us their views on what we should prioritise plus we run an ongoing public campaign called Your Opinion Matters. Feedback from these approaches were similar to the Residents Survey.

Though pleased with the results, we want to further improve what we offer our residents and these views have directly influenced our plans and priorities.

Who we are

The Council embraces the vision for the Borough, as outlined in the Big Plan: “Ards and North Down is a vibrant, connected, healthy, safe and prosperous place to be”.

We want to make a difference for all people in Ards and North Down. We want to be a better Council and work with others to become a better Borough.

Together, we are passionately committed to delivering prosperity for the people of this Borough, everyone within the Council takes pride in their dedication, honesty, fairness and hard work on behalf of the entire community.

As a people and as a Council, we are ambitious, outward-looking and progressive. We look to new horizons and we relish the opportunity to build thriving, connected communities and to enjoy individual success and well-deserved reward for risk.

This Council leads, inspires and offers a vision of sustainable improvement for the benefit of all. We are blessed with a unique environment that we will cherish and conserve, a rich heritage that we will protect and nurture, an entrepreneurial economy that we will foster and an innate creativity that underpins how we express ourselves and enrich our shared culture.

Our core values are as follows:



Progressive: We will be proactive, ambitious, innovative, forward thinking and outward looking.

Respect: We will treat everyone in a fair and equitable manner, respecting diversity and each other's roles.

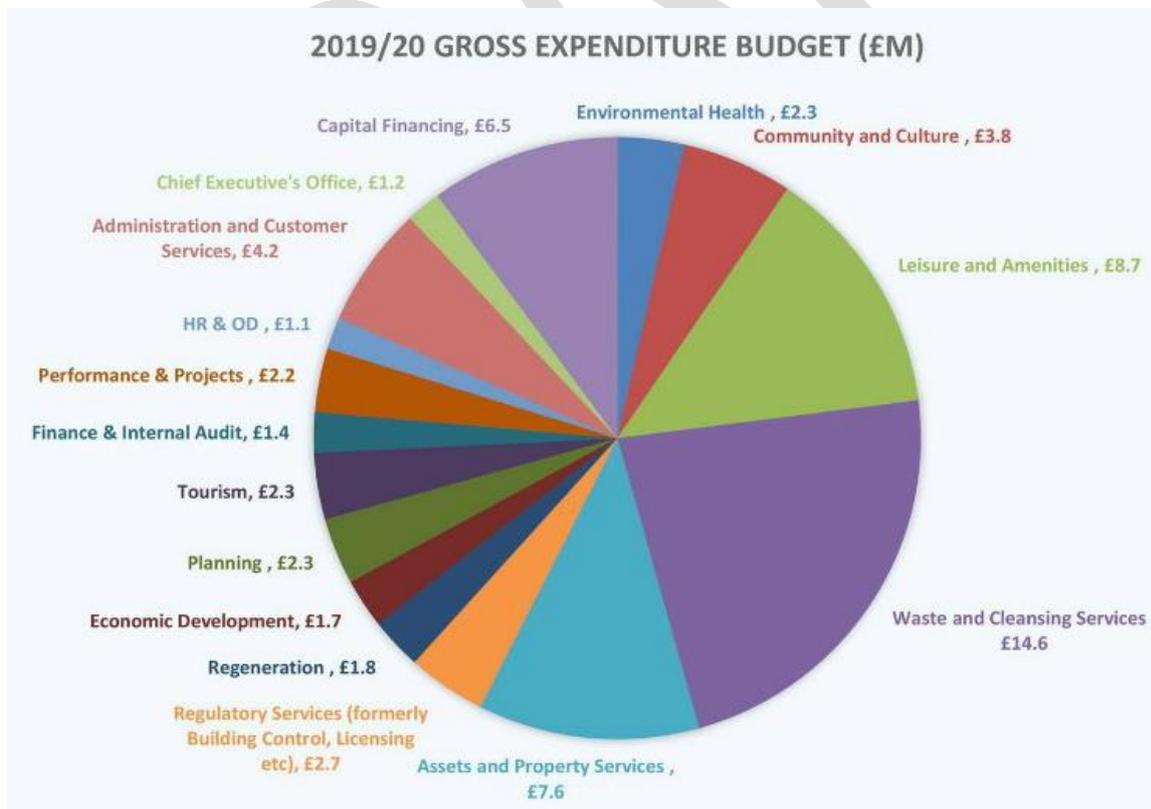
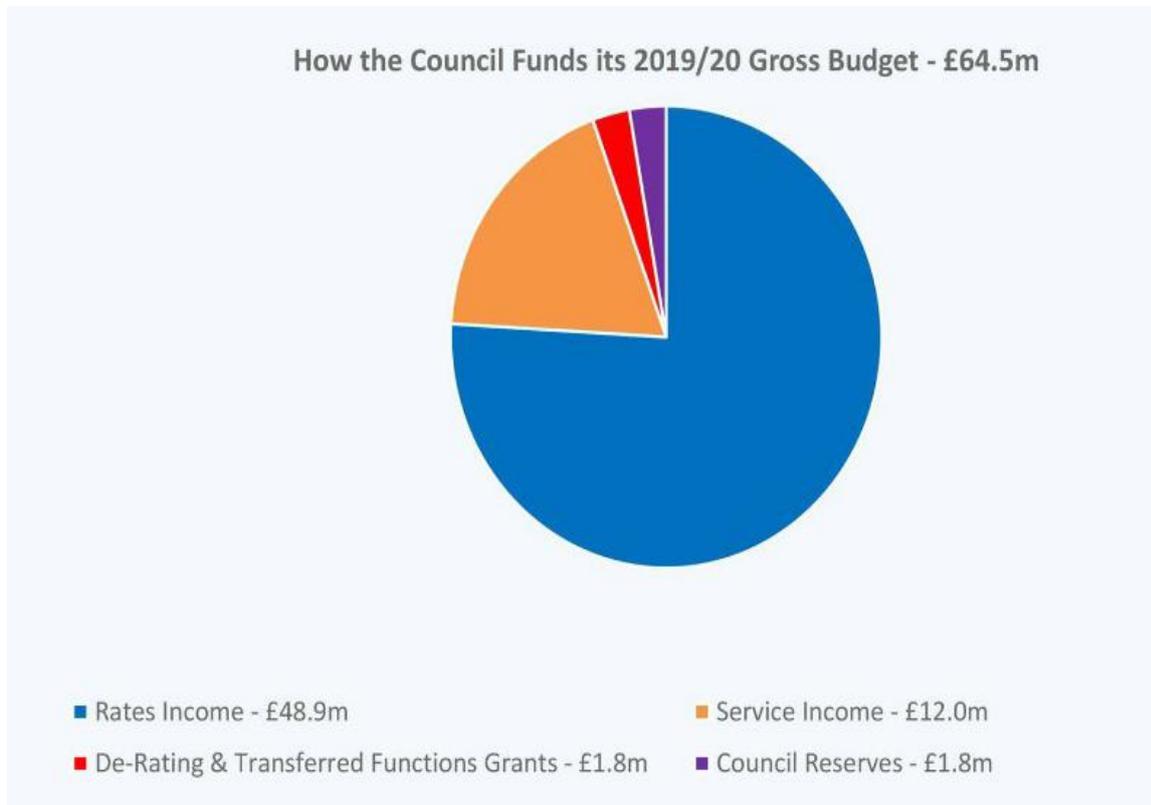
Integrity: We will always be open, honest, transparent, trustworthy and accountable in our business relationships.

Delivery: We will ensure a “can do” attitude, being passionate about achieving results, performance driven and outcome focussed.

Excellence: We will strive to deliver continuously improving and excellent quality services whilst ensuring value for money.

We will embed and reflect these values in everything we do.

Where our income comes from and how we use it



Our Plan for 2020-24

Our Vision

As an outward focused Council, we adopt and promote the vision outlined in the Big Plan, namely that Ards and North Down will be “a vibrant, connected, healthy, safe and prosperous place to be”.

Our Outcomes

We will strive towards the outcomes outlined the Big Plan by enabling all people in Ards and North Down to:

- Fulfil their lifelong potential
- Enjoy good health and wellbeing
- Live in communities where they are respected, are safe and feel secure
- Benefit from a prosperous economy
- Feel pride from having access to a well-managed sustainable environment

We recognise that this vision and outcomes are long-term aspirations that go beyond the life span of the Corporate Plan. To achieve them we will need to work in partnership with other public bodies, businesses, the community sector and with our residents.

We have taken the longer-term outcomes and set out our priorities for the next four years against these, outlining how Council will contribute towards the outcomes over the next four years by clarifying where our activities, programmes and decisions will influence their achievement.

We will adopt an outcomes-based approach. This is an established approach that brings about a different way of thinking – promoting focus on making a difference to outcomes (the “ends”), rather than on activities or projects (“the means”). This will make a difference to our Plan and how we operate as we will challenge ourselves and our partners to see how we can make a greater difference and we will do things differently as a result.

Prioritising our efforts for 2020-24

Our Corporate Plan priorities for 2020-24 are outlined below.

ANDBC Priority	Description	Big Plan Outcome (All People...)	The Council's role
Prosperity	Growing our local economy	Benefit from a prosperous economy	Creating the conditions for businesses to start, sustain and grow and providing opportunities for employment and prosperous communities
Environment	Growing a cleaner, greener local and global environment	Feel pride from having access to a well-managed sustainable environment	Providing for a clean, attractive, environmentally responsible place, including our towns, villages, countryside and coast
Opportunity	Growing the lifelong potential of our community	Fulfil their lifelong potential	Working with partners to develop the potential of our residents, young and old – including skills development
Pride	Growing empowerment, respect and safety of our community	Live in communities where they are respected, are safe and feel secure	Partnering with our community to develop positive relationships, community pride, respect and safety
Life	Growing the health and wellbeing of our residents	Enjoy good health and wellbeing	Supporting the physical and mental wellbeing of our residents through our services, facilities and partnerships
Excellence	Growing a high-performing Council	Enabling all other outcomes	Working to be an effective and efficient organisation, innovating and partnering to make a sustainable, positive difference for our Borough

We have aligned our priorities with the Big Plan outcomes, adding a priority focused on the Council's Performance – a key enabler to progression towards the other outcomes. We have used the acronym PEOPLE, in part as an aide memoir on our priorities, but also to highlight that the people of the Borough are central to what we do.

In a context of finite time, money and other resources, we have to make conscious choices on where we balance efforts and resources over the next four years. Though all of our work will be geared towards growing better together for the benefit of all people of Ards and North Down, we must make clear choices on where best to focus energy.

In this four-year period - based on feedback from our residents, the slow growth of our economy and the unsustainable impact this has in adding pressures to the remaining ratepayers and Council services, resources and investment - we will give greatest priority to growing the prosperity of our borough and businesses. In doing so, there will be greater employment opportunities for our residents and a growing rates base to allow for further investment in our facilities, environment and communities. If we did not prioritise this issue, the Borough may see further limited economic growth or even decline, resulting in fewer jobs for our community, more pressure on fewer ratepayers and reduction in Council services.

Rates Base: *The ‘pot’ of ratepayers available to share the ‘rates burden’ associated with Council services and investment. This includes domestic (households) and non-domestic (businesses) ratepayers. The greater the pot, the lesser the burden on individual ratepayers, the lesser the pot, the greater the burden.*

A viable economy depends on a health society, both of which rely on a sustainable environment. Sustainability occurs when all three work in balance with each other. This is a direct quote from the Big Plan.

We recognise that in order to grow a sustainable economy and create more and better-quality jobs in Ards and North Down, we also need to consider all the reasons why businesses and people would want to locate here. Growing a clean, green, and safe environment is as important to business growth as improving digital connectivity and creating new business units. Sustainability will be at the fore of how the Council’s priorities (outlined in the table above) will be delivered. The priorities rely on each other and to drive progress on each of these, as a Council and with our partners, all of our decisions will consider their impact against all priorities.

Sustainable Development: *“meeting the needs of the present without compromising the ability of future generations to meet their own needs”*

To make progress towards our vision, the Council needs to operate effectively and efficiently to enable progress on our other priorities. We will also make this a priority across the next 4 years, to deliver excellence as a high-performing Council that

delivers quality customer service, is a great place to work and demonstrates value for money.

The following diagram illustrates how we intend to shift the balance of energy across our priorities, based on feedback from our residents and elected members – with the greatest priority given to prosperity and then our environment.



This illustrates how we will work across each of our six priorities, recognising that these are dependent upon each other. During 2020-24, reflecting the top priority from our residents, we will give a greater energy to improving our prosperity – seeking to address slow economic growth, supporting local jobs for our people and improving the rates base to allow for further sustainable investment without significantly increasing the burden on residents and existing businesses.

We will also seek to make significant improvements across the rest of our priorities, reviewing what we can do to make a difference to outcomes, working across outcomes in a sustainable way so that the progression of one outcome does not negatively impact on the others. This will all be underpinned by a Council striving for excellence. The following section explains how we will focus our work to achieve our priorities.

What we will focus on to make it happen

Though we have clear priorities for what we *want* to achieve for 2020-24, we need to provide greater focus on *how* we will work to deliver this. To progress towards our vision, our **focus** for the 2020-24 period will be on **Growing Better, Together** for all people in Ards and North Down.

This means we will focus on sustainably **growing** our economy and rates base, our environment, our community and our Council performance to support this.

We will also focus on striving to continually become **better**, developing smarter, innovative services for our customers and residents as well as innovative, agile ways of working - harnessing technology, with continued progression and focus towards outcomes.

We will work **together** working with a *One Team:One Borough* approach across the Council, aligning our plans and resources; will grow our partnerships with public sector bodies, businesses, voluntary organisations and our residents; and will seek to influence others to act in the interests of our community.

To achieve this, we will align what we do with the outcomes in the Ards and North Down Big Plan. This will mean aligning what we do to make a real difference – it may mean stopping activities that aren't having the desired impact and it will mean being brave and bold, trying new things as a Council and with partner organisations.

In summary, we have a Plan that is:

- Aligned with and supporting our Big Plan
- Focused on achieving outcomes
- Sets out clear priorities, focused on **PEOPLE**:
 - Economy – business growth and tourism
 - Environment
 - Council performance excellence
 - Community
- Joins us together with a cross-cutting focus on
 - Sustainable growth (growing)
 - Innovation (better)
 - Partnership (together)
- Sets a direction that is consistent with feedback from residents, elected members, officers and where the evidence is pointing
- Sets a direction that is different from what we have at present, requiring investment and a culture that supports this – see “making it happen” section for further detail.

What will success look like?

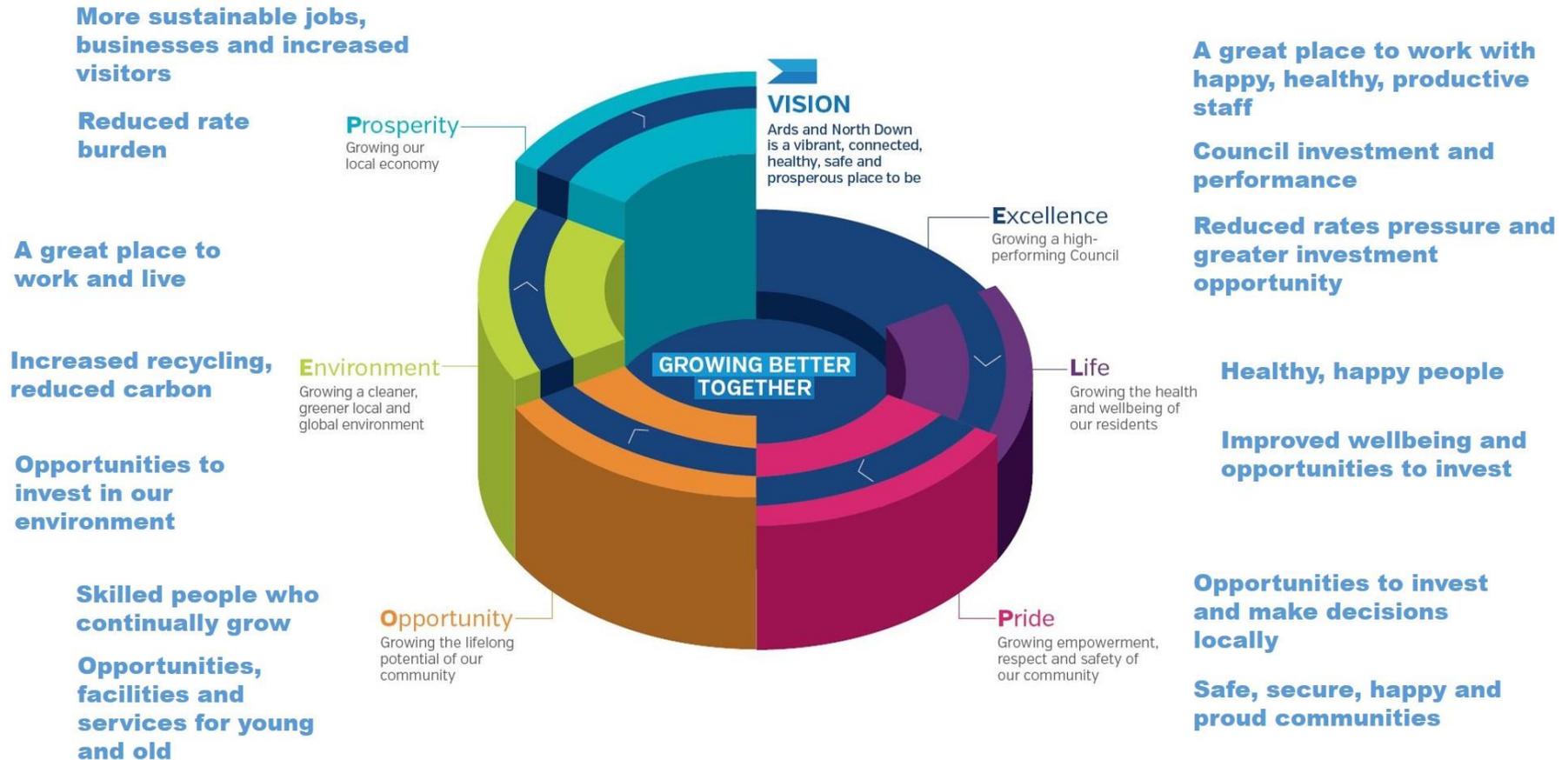
Success will only be possible if we work across these outcomes, growing better together, rather than tackling issues in isolation. Our outcomes are interdependent on each other. As examples:

- a successful economy is dependent upon having clean, attractive towns and villages for people to work and live with skilled, happy and healthy people, appropriate investment and a broader rates base.
- a sustainable environment is dependent upon clean, green businesses and residents and a broad rates base to support targeting investment in the environment.
- a happy community is dependent upon access to jobs, a quality environment, Council and other services and appropriate investment

Delivering on our plan will result in:

- More people in quality, local jobs working within more sustainable businesses
- Increasing business growth – in number and size – leading to reduced pressure on business rates and providing further opportunities for investment in the local economy, environment, community and supporting Council services and facilities.
- Reduced commuting due to a stronger local economy with local job opportunities, also reducing our carbon footprint and growing local skills
- A great place to work and live with a clean, attractive, accessible environment
- Increased environmental practices including reduction in waste, increased recycling and a reduced carbon footprint
- Happy and healthy residents investing in their physical and mental wellbeing
- Safe, secure happy communities who take pride in their area and their neighbours
- Lifelong learning including skills for employment and life
- A great place to grow older with opportunities, services and facilities for all ages
- A high-performing Council with effective, efficient services and a great place to work

The following illustration highlights what success will look like and how each of the outcomes is dependent upon each other



What action will we take?

This section outlines the differences we will strive to make under each of these priorities, the key actions we will take and how we will track our progress.

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Top Priority:	Prosperity: Growing our economy		
Related Big Plan Outcome:	All people in Ards and North Down benefit from a prosperous economy (Big Plan outcome 4)		
Why we have chosen this? (current evidence, stakeholder views and anticipated impact)	Where will we make a difference? (Key Indicators)	Key actions by 2024 – The key things we will start, stop, continue or change to ‘turn the curve’ on the indicator	How we will know? (Performance Accountability Measures)
<ul style="list-style-type: none"> • Our Integrated Tourism, Regeneration and Develop Strategy highlights this as a priority • Growth in business ‘rate base’ (i.e. the ‘pool’ of businesses) since 2015 is 9th out of 11 Council areas – this puts more pressure on businesses and on Council investment • High prevalence of small and medium businesses • A large proportion of our residents currently travel out of the Borough to work, impacting on our local economy, quality of life and the environment • Top ranked priority for Council from Residents Survey • Top ranked priority from Elected Members 	<p>1. Non-domestic Rate Base</p>	<p>Growing:</p> <ul style="list-style-type: none"> • Target inward investment business • Promote and support local enterprise including start-up, incubation and business development programmes • Attract investment in infrastructure to create the conditions for business growth • Promote the development of visitor experiences and infrastructure (accommodation, transport) • Invest in Bangor Waterfront redevelopment <p>Better:</p> <ul style="list-style-type: none"> • Develop and deliver a borough marketing and communications strategy to attract investment, visitors and new residents • Develop a new events strategy with tourism focused programme seeking to maximise impact and return on investment <p>Together:</p> <ul style="list-style-type: none"> • Develop collaborative networks across our businesses and other partners 	<ul style="list-style-type: none"> • £ms investment delivered • No of businesses supported • Number of jobs created from the ‘Start a Business’ Programme

		<ul style="list-style-type: none"> • Work with partners to encourage infrastructure and business investment in the Borough including exploring public private partnerships 	
	<p>2. Economic activity %</p>	<p>Growing:</p> <ul style="list-style-type: none"> • Support employability skills development • Develop a more entrepreneurial culture in the Borough • Invest in flexible working hubs <p>Better:</p> <ul style="list-style-type: none"> • Review Council practices to promote economic activity including placement schemes <p>Together:</p> <ul style="list-style-type: none"> • Partner with Statutory bodies and education sector to deliver economic improvement including focus on employability, skills and mentoring 	<ul style="list-style-type: none"> • Number of jobs promoted through start-up activity via the Go for It Programme (Statutory)

Priority:	Environment: Growing a cleaner, greener local and global environment		
Related Big Plan Outcome:	All people in Ards and North Down feel pride as they have access to a well-managed sustainable environment. (Big Plan outcome 5)		
Why we have chosen this? (current evidence, stakeholder views and anticipated impact)	Where will we make a difference? (Key Indicators)	Key actions by 2024 – The key things we will start, stop, continue or change to ‘turn the curve’ on the indicator	How we will know? (Performance Accountability Measures)
<ul style="list-style-type: none"> We have declared a climate emergency in response to climate change. We want to be more sustainable as a Council and to encourage the whole Borough to reduce carbon usage We care about our environment, both locally and our global impact We recognise the importance of a quality environment to our economy and to quality of life for our residents Our Residents Survey showed people want cleaner streets, parks and paths and upkeep of green areas Though we have made significant improvements in recycling as a Borough, we still pay over £3.6m each year in landfill costs – money 	1. Rate of municipal waste prepared for reuse, dry recycling and composting	<p>Growing:</p> <ul style="list-style-type: none"> Invest in education programmes and promote recycling to residents and businesses <p>Better:</p> <ul style="list-style-type: none"> Review our services including bin collection model and provision of Household Recycling Centres Incentivise behavioural change through a renewed recycling community investment fund <p>Together:</p> <ul style="list-style-type: none"> Partner with businesses to encourage greener practices and promote the green economy 	<ul style="list-style-type: none"> Number of businesses using the commercial waste recycling service Tonnage of commercial waste sent for recycling Tonnes biodegradable waste diverted from landfill % Household Waste recycled
	2. % Residents who believe the Borough is clean and attractive	<p>Growing:</p> <ul style="list-style-type: none"> Invest in our parks Promote responsible behaviours and tackle problem areas for littering and dog fouling <p>Better:</p> <ul style="list-style-type: none"> Incentivise behavioural change through a revised recycling community investment fund <p>Together:</p>	<ul style="list-style-type: none"> LEAMS cleanliness index score (Rolling 12-month period) £s investment through initiatives

<p>that could be used to invest in our communities</p> <ul style="list-style-type: none"> Though we have quality open spaces we currently have 7% tree coverage in our Borough, below the NI average of 10.3% and UK average of 21.1%. 		<ul style="list-style-type: none"> Promote and support community based initiatives such as Live Here Love Here 	
	<p>3. Borough carbon use per resident</p>	<p>Growing:</p> <ul style="list-style-type: none"> Invest in infrastructure such as e-charging points Improve the biodiversity of our green spaces include the promotion of tree planting Invest in housing stock through affordable warmth programme <p>Better:</p> <ul style="list-style-type: none"> Develop carbon reduction plan to reduce Council impact and encourage reduced impact from business and residents, including fleet review <p>Together:</p> <ul style="list-style-type: none"> Work with partners to explore the potential of business carbon offsetting Promote tree planting and accessible woodland 	<ul style="list-style-type: none"> Council carbon use per employee
	<p>4. % Residents who believe the Borough has a quality natural and built environment</p>	<p>Growing:</p> <ul style="list-style-type: none"> Use of planning policies for environmental protection Promote accessible beaches Invest in wildlife habitat improvement projects and manage our own open spaces to protect and enhance biodiversity Develop blue and green routes and services Invest in public realm and placemaking <p>Better:</p>	<ul style="list-style-type: none"> £ms investment in environmental improvement projects Number of environmental awards

		<ul style="list-style-type: none"> • Develop a Parks/Open Space and Outdoor Recreation strategy • Develop coastal management plan <p>Together:</p> <ul style="list-style-type: none"> • Work with partners to develop and maintain heritage assets under a built heritage strategy • Advocate for sustainable transport • Work with partners to implement the Outdoor Recreation Strategy for Strangford Lough 	
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Priority:	Opportunity: Growing the lifelong potential of our community		
Related Big Plan Outcomes:	All people in Ards and North Down fulfil their lifelong potential (Outcome 1)		
Why we have chosen this? (current evidence, stakeholder views and anticipated impact)	Where will we make a difference? (Key Indicators)	Key actions by 2024 – The key things we will start, stop, continue or change to ‘turn the curve’ on the indicator	How we will know? (Performance Accountability Measures) <ul style="list-style-type: none"> • How much did we do? • How well did we do it? • Is anyone better off?
<ul style="list-style-type: none"> • We are committed to making our Borough a great place to grow older and an area in which everyone, regardless of age, is valued and respected • We are the only Borough in Northern Ireland in which our older population is growing faster than our younger population • We recognise the importance of providing opportunity to people, young and old, to maximise their potential • We need to work with partners to develop the skills of our people for the workplace, improving our 	1. % NEETS (16-24 yr olds not in education, employment or training)	<p>Growing:</p> <ul style="list-style-type: none"> • Promote partner schemes such as Prince’s Trust, Young Enterprise, Business in the Community programmes etc <p>Better:</p> <ul style="list-style-type: none"> • Develop and deliver skills, apprenticeship and volunteering programme <p>Together:</p> <ul style="list-style-type: none"> • Strengthen partnerships with local schools and colleges 	<ul style="list-style-type: none"> • Number of Council apprenticeships
	2. Number of Athletes/Teams from the Borough competing at the pinnacle of their sport	<p>Growing:</p> <ul style="list-style-type: none"> • Support the work of the Sports Forum through networks and grant support. <p>Better:</p> <ul style="list-style-type: none"> • Increase awareness of the Sports Forum <p>Together:</p> <ul style="list-style-type: none"> • Work with partner clubs and schools to create pathways for athletic progression. • Strengthen partnership with governing bodies of Sport 	<ul style="list-style-type: none"> • Number of grants awarded by Sports Forum • £s investment awards through Sports Forum

<p>economy and quality of life</p>	<p>3. % Residents reporting Borough as age-friendly</p>	<p>Growing:</p> <ul style="list-style-type: none"> • Encourage lifetime homes through LDP and subsequent planning policies • Support community gardens and allotments • Subsidise age-friendly activities and facility use • Encourage intergenerational relationships, supporting initiatives that promote working with people of all ages <p>Better:</p> <ul style="list-style-type: none"> • Review all Council facilities to adapt where possible <p>Together:</p> <ul style="list-style-type: none"> • Partner with other agencies such as Health Trust 	<ul style="list-style-type: none"> • Number of Active Ageing programmes delivered by Council • Number of older people participating in Active Ageing Programmes
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Priority:	Pride: Growing empowerment, respect and safety of our community		
Related Big Plan Outcomes:	All people in Ards and North Down live in communities where they are respected, are safe and feel secure (Outcome 3)		
Why we have chosen this? (current evidence, stakeholder views and anticipated impact)	Where will we make a difference? (Key Indicators)	Key actions by 2024 – The key things we will start, stop, continue or change to ‘turn the curve’ on the indicator	How we will know? (Performance Accountability Measures)
<ul style="list-style-type: none"> We recognise the importance of community pride, with residents feeling empowered, respected, safe and secure Crime and antisocial behaviour remains a concern amongst our residents We want our residents to be involved in local decision making and feel ownership and pride in what goes on in their community 	1. % residents who feel a pride in their community	<p>Growing:</p> <ul style="list-style-type: none"> Incentivise behavioural change through a revised recycling community investment fund Community events programme Promoting cultural heritage including education, grants and events Support social enterprises <p>Better:</p> <ul style="list-style-type: none"> Explore the development of local community budgets using participatory budgeting Review opportunities for innovation in services e.g. social mentoring scheme <p>Together:</p> <ul style="list-style-type: none"> Community empowerment/resilience programme Continue to support Youth Council Develop and promote volunteering opportunities within Council and with partner organisations 	<ul style="list-style-type: none"> £s invested through local programmes such as live here love here, recycling investment fund and participatory budgeting % of Residents who feel they have an influence when it comes to local decisions Number of people formally or informally volunteering

	<p>2. % Residents who feel safe in their community</p>	<p>Growing:</p> <ul style="list-style-type: none"> • Promote facilities and activities for target groups • Integrate tackling ASB into design of new Council facilities <p>Better:</p> <ul style="list-style-type: none"> • Engagement with and investment in facilities for hard to reach age groups <p>Together:</p> <ul style="list-style-type: none"> • Implement ‘tackling paramilitarisation’ programme along with partners • Work in partnership with PSNI and other agencies through PCSP • Work with partners to provide effective youth services • Promote and support resilience of communities for severe weather incidents and other emergencies 	<ul style="list-style-type: none"> • Number of interventions through the Antisocial Behaviour team
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Priority:	Life: Growing the health and wellbeing of our residents		
Related Big Plan Outcomes:	All people in Ards and North Down enjoy good health and wellbeing (Outcome 2)		
Why we have chosen this? (current evidence, stakeholder views and anticipated impact)	Where will we make a difference? (Key Indicators)	Key actions by 2024 – The key things we will start, stop, continue or change to ‘turn the curve’ on the indicator	How we will know? (Performance Accountability Measures) <ul style="list-style-type: none"> • How much did we do? • How well did we do it? • Is anyone better off?
<ul style="list-style-type: none"> • Health and wellbeing remains a key challenge with physical activity levels, obesity and mental health as key concerns • We recognise the importance of good health and wellbeing to the quality of life of our residents and on driving our economy • This Council has invested heavily in our facilities in recent years and will seek to encourage use of these and of the many other outdoor assets in the Borough 	<p>1. % Residents indicating generally good health and wellbeing</p>	<p>Growing:</p> <ul style="list-style-type: none"> • Promote use of outdoor spaces • Target leisure provision for hard to reach groups • Promote mental health through Take 5 initiative <p>Better:</p> <ul style="list-style-type: none"> • Develop leisure infrastructure and services e.g. greenways, blueways, parks, considering potential bike scheme and/or wellbeing hub • Develop an allotment strategy and support community gardens/ allotments <p>Together:</p> <ul style="list-style-type: none"> • Develop partnerships with other agencies to promote health and wellbeing and empower people to take control of their own wellbeing • Promote health in the business community • Support Sports Clubs to provide fit for purpose facilities 	<ul style="list-style-type: none"> • Number of visits in Council-owned leisure facilities • Numbers attending programmes funded by Council • % Residents participating in exercise (sports and physical activity) to minimum recommendations and above • Numbers on the mind body and business programme • Number of community gardens/allotment plots

Priority:	Excellence: Growing a high-performing Council		
Related Big Plan Outcome:	The achievement of all five outcomes of the Big Plan required us to be a High Performing Council		
Why we have chosen this? (current evidence, stakeholder views and anticipated impact)	Where will we make a difference? (Key Indicators)	Key actions by 2024 – The key things we will start, stop, continue or change to ‘turn the curve’ on the indicator	How we will know? (Performance Accountability Measures) <ul style="list-style-type: none"> • How much did we do? • How well did we do it? • Is anyone better off?
<ul style="list-style-type: none"> • We recognise that we need to be a high-performing Council in order to deliver on the rest of our priorities in an effective and efficient way • As a Council in only our second term we know we need to grow as an organisation, acting as One Council and, with partners, as One Borough • We need to adopt to opportunities and respond to threats – including changes in the social, economic and technological landscape • Our staff are our major resource – we need to invest in our team to ensure 	1. % Resident satisfaction	<p>Growing:</p> <ul style="list-style-type: none"> • Develop customer service including online/mobile service offering • Improve resident engagement including through a Youth Council and trialling resident panels • Target growth of income including external grants <p>Better:</p> <ul style="list-style-type: none"> • Focus our policies, practices and systems on customer service • Digital transformation through harnessing new technology • Seek external accreditation such as Customer Service Excellence • Adopt a more commercial approach including the use of our estate, exploring the development of assets to provide best value for money; • Review our structure and staffing policies to ensure we are agile and aligned to our priorities 	<ul style="list-style-type: none"> • Customer Service Excellence (or equivalent) accreditation status • No of complaints per 1000 head of population • Number of Services with managed online presence • Income sourced per head of population • % payments to suppliers within 30 days • Cost/head of population

<p>we are equipped for success</p> <ul style="list-style-type: none"> • As a public sector organisation we will focus on driving value for money for our residents and ratepayers • From our Residents Survey, 83% of residents are satisfied with the Council overall though we want to brow this further 		<ul style="list-style-type: none"> • Focus our governance model (including policies and practices on planning, budgeting, recruitment, reporting etc) to encourage and reward a culture of continued performance improvement including transparency, focus and alignment • Invest in technology to support mobile working and a paperless office • Target efficiency savings including fleet and office accommodation <p>Together:</p> <ul style="list-style-type: none"> • Review our service models including opportunities for greater use of partnerships • Plan our services collaboratively each year, aligned to the Corporate Plan • Explore the development of local community budgets using participatory budgeting • Work with partners to consider viability of local customer hubs for offline access to public services 	
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	<p>2. % Staff reporting ANDBC is a great place to work</p>	<p>Growing:</p> <ul style="list-style-type: none"> • Develop apprenticeships and placement programmes • Promote and support staff volunteering <p>Better:</p> <ul style="list-style-type: none"> • Invest in talent development through mentoring and coaching staff and continued learning and development • Review our office accommodation considering if this is fit for the future • Focus our policies, practices and systems on being a great place to work • Seek external accreditation such as Investors in People • Review employee recognition to encourage consistency and a clearer link to performance <p>Together:</p> <ul style="list-style-type: none"> • Develop approaches to promote cross-council working 	<ul style="list-style-type: none"> • % staff attendance • % time invested in learning and development • IIP Accreditation (or equivalent) status • % staff participating in health and wellbeing activities
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Making it happen

Political leadership

Our elected members support this Plan and will use this to guide the decisions that they make throughout the next four years. We will lead by example with our elected members and officers living a *One Team:One Borough* approach.

An aligned culture

As a Council, we will align how we work to better achieve our Plan. We will grow and nurture a culture that embraces our values, displays our behaviours, drives towards a *growing* borough, *better* services and working *together* in partnership.

This Plan promotes and requires a transformational approach to what we do. The next four years will see a shift towards more innovation, partnership, customer focus and managed risk-taking in a more agile organisation. We will be an organisation that embraces measured risk-taking and entrepreneurship, encourages sustainability, works collaboratively inside and outside of the Council, thinks creatively and responds with agility to changing demands. We will look to become a digital leader, harnessing technological advances to provide services and improve how we work efficiently.

Key supporting investments

To help deliver our Plan, “Growing Better, Together” requires us to invest in key capital projects including the redevelopment of Bangor Waterfront, Whitespots Country Park and the development of a greenways network that support our priorities (subject to approved business cases and funding). We will also consider additional potential investments, selecting and progressing any potential capital investments based on our priorities.

Resourcing the Plan

This Plan will not be achievable without investment. To support this, we anticipate this is likely to require modest, consistent rates increases at above inflation levels across the next four years, in awareness of our current position as the lowest cost Council per head of population and the challenges this presents in increasing

investment. We believe this will bring benefits in the longer term with an increased rates base, reducing future pressures on rates increases and providing for future investment. This investment will not only provide for better services, and improvement for our environment, community and economy – it will also attract new visitors, businesses and residents, leading to a sustainable, continuous benefits.

We will also target increased income from other sources including external grants. We will clearly prioritise what we do, based on the Plan. We will review our estate to rationalise where possible, maximise value for money and return on land and property that we own and we will establish a transformation and efficiency programme to drive strategic improvements aligned to the Corporate Plan and release efficiencies.

What we need from our Residents, Businesses and Partners

We are committing to the above priorities and in return we will need residents and businesses and partners to play their part too including:

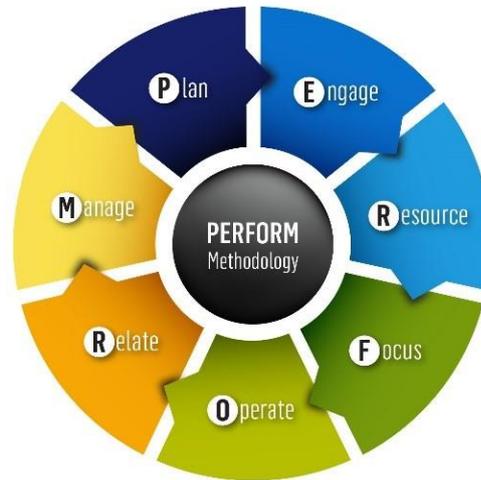
Priority	What we ask
Prosperity: Growing our economy	Support local businesses and events
Environment: Growing a cleaner, greener environment and planet	Reduce, reuse and recycle waste and lower your carbon footprint
Opportunity: Growing the lifelong potential of our community	Learn every day, be open minded and support others
Pride: Growing empowerment, respect and safety of our community	Get involved in your community and take pride in your area
Life: Growing the health and wellbeing of our residents	Do your best to be active and healthy in body and mind and encourage others
Excellence: Growing a high-performing Council	Give us your views and tell us when we get it right or wrong

How we'll deliver and monitor the plan

The Council has an established performance framework in place which will assist in the delivery and monitoring of this Plan. This includes:

Plan - Stating what we will do

and why: This Corporate Plan states our ambitions for the 2020-24 period. This will be supported by each Council Service providing further detail on specific actions in published, annual service plans. Key planned improvements within these plans will also be published each year in a Performance Improvement Plan.



Engage - Working together to

achieve it: We want to inspire and motivate staff to be engaged with the Council's ambitions. We will continue to develop our culture, leadership, values and behaviours.

Resource - Putting our people and budgets where they are needed: We will align our structures, people, training and development, budgets and other resources to our ambitions to create sustainable impact.

Focus - Doing the right thing right: We will ensure our policies, systems and process align with our ambitions.

Operate - Getting on with the job: We will work effectively and efficiently, aim to not only be compliant, but to deliver results, encourage continual innovation and improvement and share good practice. We will integrate with partners and support collaborative working. We will operate a Strategic Transformation and Efficiency Programme to support the necessary changes to release innovation and creativity and seek operating efficiencies to help resource our ambition.

Relate - Communicating with our stakeholders: We aim to engage well outside of our organisation, with residents, businesses, customers, partners and other stakeholders. We will communicate effectively, encourage feedback and act on it.

Manage - Reviewing how we are doing and managing improvements – We will monitor performance, report on how we are doing, celebrate good performance and quickly take corrective action when things are not on track. We will report on progress against our plans and publish this information. We will report to our Audit Committee on a quarterly basis, outlining progress made on planned improvements, and we will also publish an annual report demonstrating progress against these and the overall Corporate Plan.