CORPORATE PLAN AND AMBITIONS
2024/2028

Appendix 1

Report Relating to Initial Findings from Public Consultations on the council's New Corporate Plan 2024 – 2028

LCCC
Lisburn &
Castlereagh
City Council

Report Relating to Initial Findings from Public Consultations on the Councils New Corporate Plan 2024 – 2028

Introduction & Method

During November and December 2023, the Council hosted 3 public consultations in different facilities across the council area. These consultations were structured so that those attending could provide their views and opinions on the draft plan, as well as any other relevant issues that they wished to raise.

At the same time a questionnaire was sent out to our consultees that sought the same information in a written format. 48 questionnaires have been returned.

All of the data gleaned from the public consultations and the questionnaires, has been collated and fed into a statistical comparator model, which already contains the data captured from internal consultations. The data was then assigned a score against a known value, grouped against those values and themes set out in the draft plan and a correlation coefficient calculated for each group. Essentially this is a means of checking how close the contents of the draft plan, as developed internally align with the views and opinions of those of residents & the public that have engaged to this point.[1]

There was a total direct engagement with 418 people.

The consultation ran until 05th February 2024. We have confidence that the correlation between the internally developed plan and the views and opinions of those members of the public that engaged with us in this consultation process, align with those set out in this report.

Across the graphical data in the following sections, each data set is scored as follows: -

Score of 1 to 4: No opinion, or low positive opinions expressed.

Score of 5 to 9: Moderate levels of positive opinions expressed.

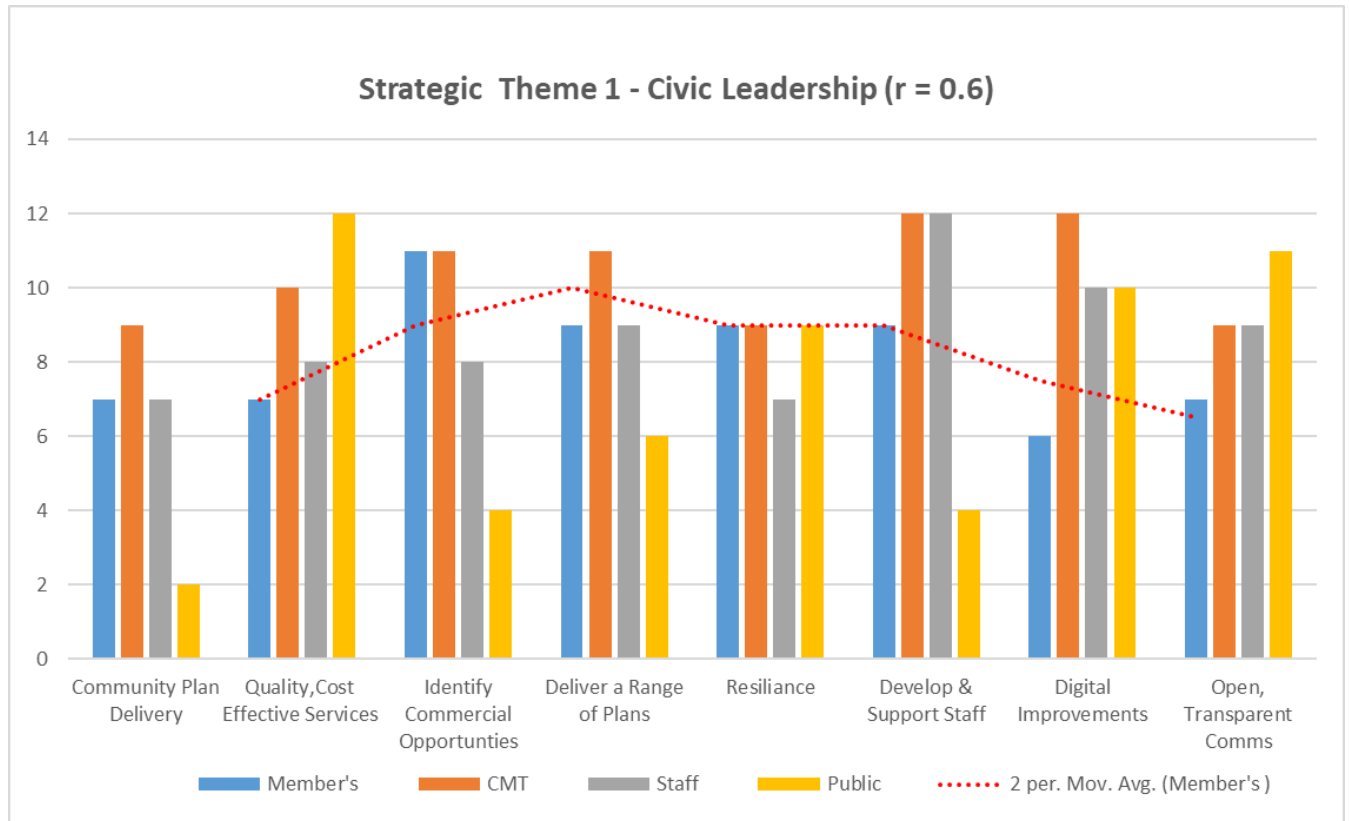Score of 10 to 14: High levels of positive opinions expressed.

The data shown in section 2, follows the same scoring although in multiples thereof.

Although the model was developed to take account of critical or negative indicators, none were captured.

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[1] Normally correlation is expressed as a positive or negative number between -1 and 1. The value of the number indicates the strength of the relationship: r = 0 means there is no correlation. r = 1 means there is perfect positive correlation. r = -1 means there is a perfect negative correlation. In this report a graphical display via a trend line has been used to show this relationship. The closer the line is to a straight line, the closer the relationships between the comparators are. The "r" figure is also given for completeness, without the workings.

SECTION 1 – COMPARISONS BETWEEN CONTRIBUTORS & DATA CATEGORIES

Strategic Theme 1 – Civic Leadership

Strategic Theme 1 - Civic Leadership (r = 0.6)

General Commentary	As can be seen in the graph above, the least level of correlation between the 8 elements of this theme, is across the resident/public data. With r = 0.3 there is little statistical cohesiveness in their views. However, all public views captured were supportive of the contents of the draft plan and strongly indicative results were obtained in 2 fields. (see below). Correlation across all four groups at r=0.6 shows there are moderate levels of agreement in all areas, with no areas of contention.
Internal Correlation	Of the 3 internal groups, CMT scored consistently highest or equal highest in 6 of the 8 groups, with notable alignment with members in terms of identifying commercial opportunities & and also with residents/the public in resilience measures. Alignment is also notable between CMT and staff across developing & supporting staff, as well as more open & transparent communications. In all other sub data groupings, CMT score higher than the other two internal groups. with the exception of open and transparent communications, which is second only to quality & cost-effective services in the eyes of the public. Across the three groups r = 0.7.
Public Views & Opinions	3 of the 8 sub - categories of this strategic theme fall within the low importance grouping (delivery of the community plan, the identification of commercial opportunities and the development & support of staff). Possible explanations for this are advanced below. Two sub – categories are of moderate importance (delivering a range of plans and being resilient in emergency situations) and 3 are seen as having

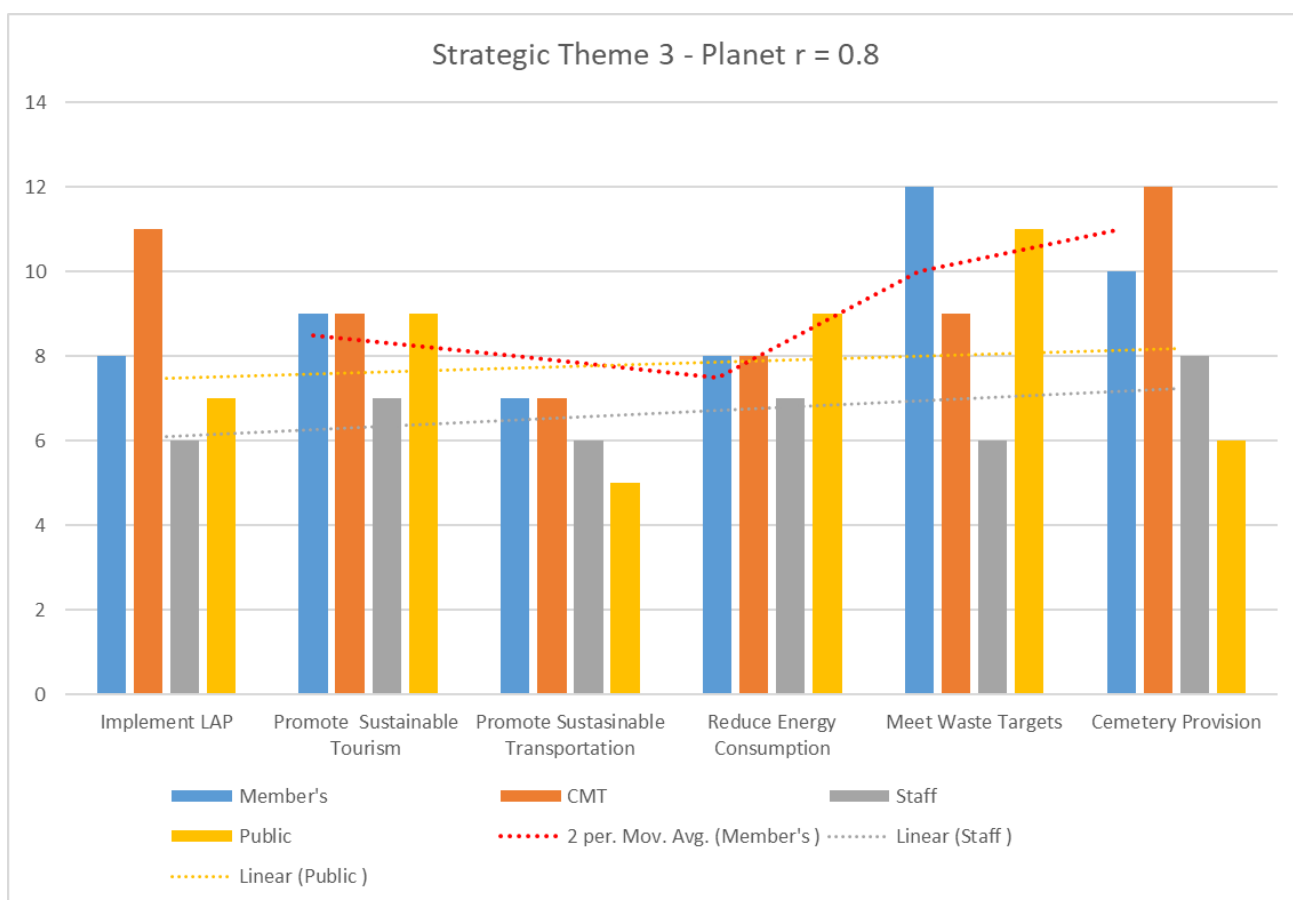|	
	high importance to the public (delivering quality & cost-effective services, digital innovation, and improvements & open and transparent communications).
Comparators – Internal & External	With r = 0.6 overall, there is a moderately statistically significant correlation between the views of internal developers of the plan and the public. This "r" score has been depressed by the 3 low scoring sub - categories, (delivery of the community plan, identification of commercial opportunities & the development & support of staff). Whilst a complete analysis of these low scoring sub - categories lies outside the scope of this report, possible explanations for these have been posited as: -
	1. *Delivery of Community Plan*: Although community planning has been in place since 2015, it has yet to gain sufficient traction to feature prominently in public opinion forming or thinking.
	2. *Identification of Commercial Opportunities*: This is an area that the council has only recently began to develop and is traditionally seen as being outside most councils' operational areas. This area has yet to be developed within the public consciousness.
	3. *Development & Support of Staff*: This is an area that the public usually regards as outside their interest which is best addressed by management. A low scoring here is to be expected.
	Adjusting for these rises the coefficient to r = 0.8, a very strong correlation.
Summary of Findings	Although the public findings have little correlation within themselves or with the council's internal data, adjustments of the type outlined above show a strong relationship between the draft plan and the views and opinion of the public.
	By far the most important role of the council in their eyes is the delivery of quality, cost effective services, with open and transparent communications and digital innovation & improvements running closely behind.

Strategic Theme 2 – People

Strategic Theme 2 - People (r = 0.7)

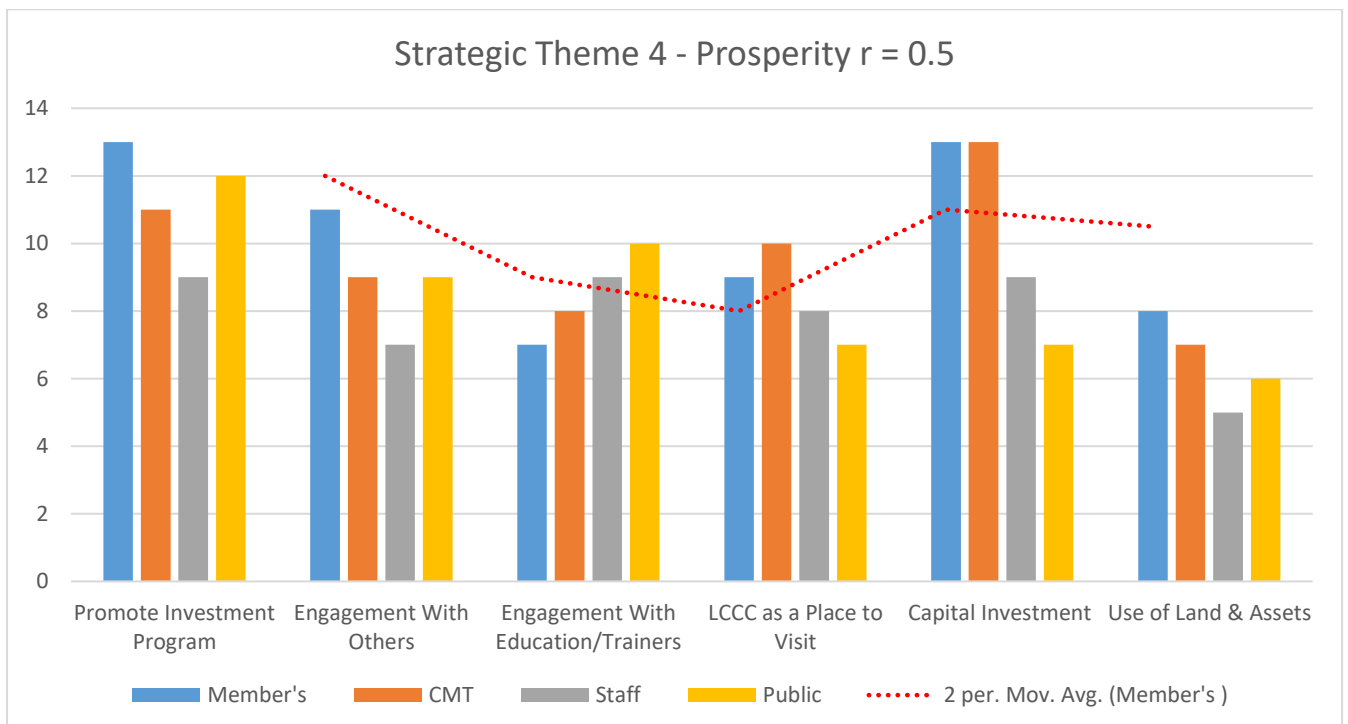| General Commentary	As with strategic theme 1 - Civic Leadership above, the least level of correlation between these 7 sub - categories lies with the data collected from the residents/public group. With r = 0.4 statistical cohesiveness is low across all of the sections. However, all public views captured were more positive toward the contents of the draft plan than in the previous strategic theme, with all of the sub - categories ranked as of either high or moderate importance. The sub – category "delivering a range of plans" was the only sub – category to score maximum points in all of the consultation exercises across all groups, and it is noteworthy that this score was developed from residents/the public data.
Internal Correlation	Of the 3 internal groups, CMT again scored consistently highest or equal highest in 6 of the 7 groups, with perfect alignment with members in 2 sub – categories (building community capacity & support for community interventions) and near perfect alignment in a further 2 (promoting volunteering & encouraging inclusivity) Across all 3 groups, r = 0.7, indicating high levels of correlation.
Public Views & Opinions	None of the 7 sub – categories within this theme were seen to of low importance to residents/public. 5 are seen to be of moderate importance (collaborative working, promoting staff health and wellbeing, building community capacity, support for community

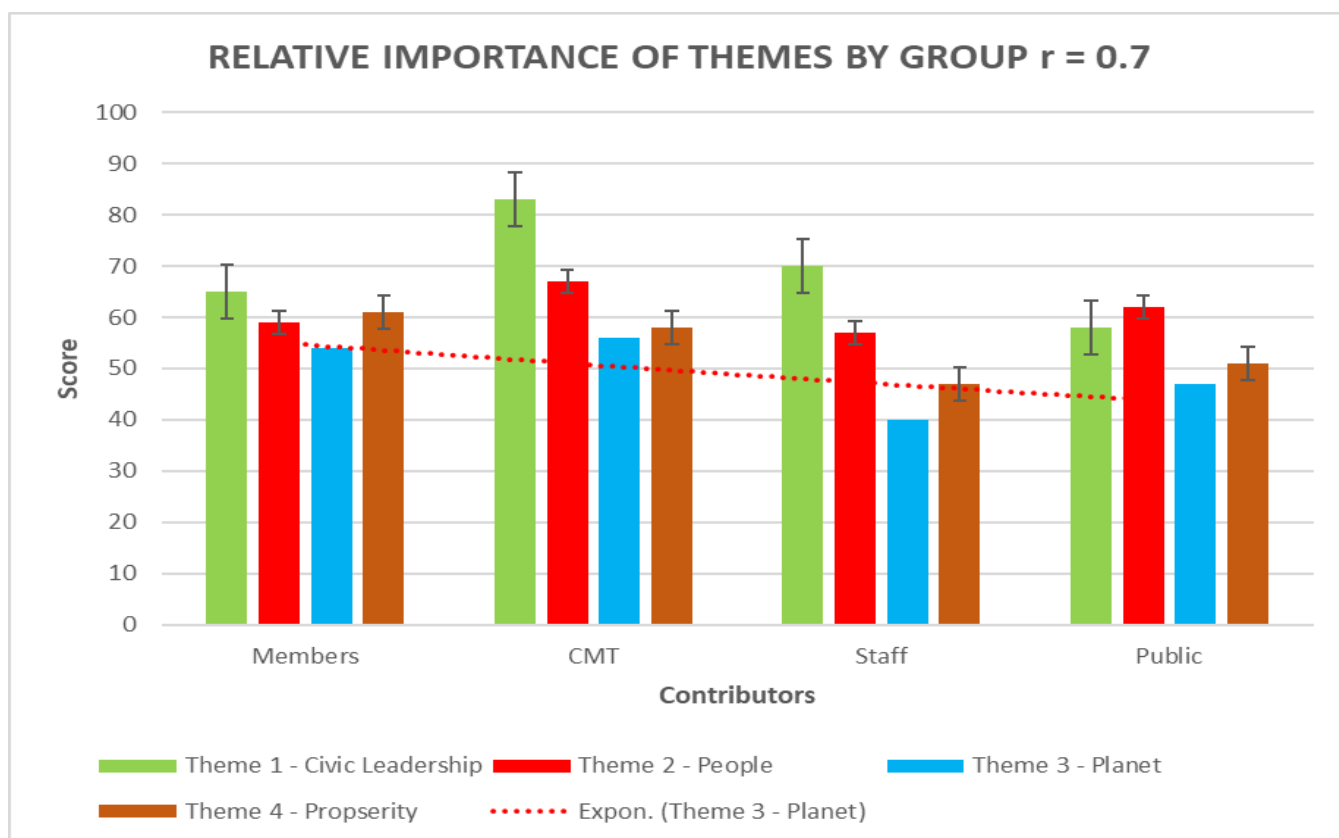|	interventions, promote volunteering & encouraging inclusivity). Delivering a range of programmes scored highest in the entire exercise, higher even than what is often seen as our most important areas, providing quality, cost effective services meeting waste targets and cemetery provision. Support for community interventions was the second most important sub – category for residents/the public in this section.
Comparators – Internal & External	With r = 0.7, there is a strong statistically significant correlation between the views of internal developers of the plan and the public. As previously an adjustment has been made for the relatively low scoring for staffing matters across the resident/the public group. Adjusting for this has the effect of rising the coefficient to r = 0.8, a very strong correlation.
Summary of Findings	Again, the public findings have low levels of correlation, but there is clear positive correlation between the contents of the draft plan and the views and opinion of the public. Strikingly, the most important role of the council, across all of the tasks and projects we undertake within this sub - category, in the eyes of residents/the public, is the delivery of a range of programmes.

Strategic Theme 3 – Planet

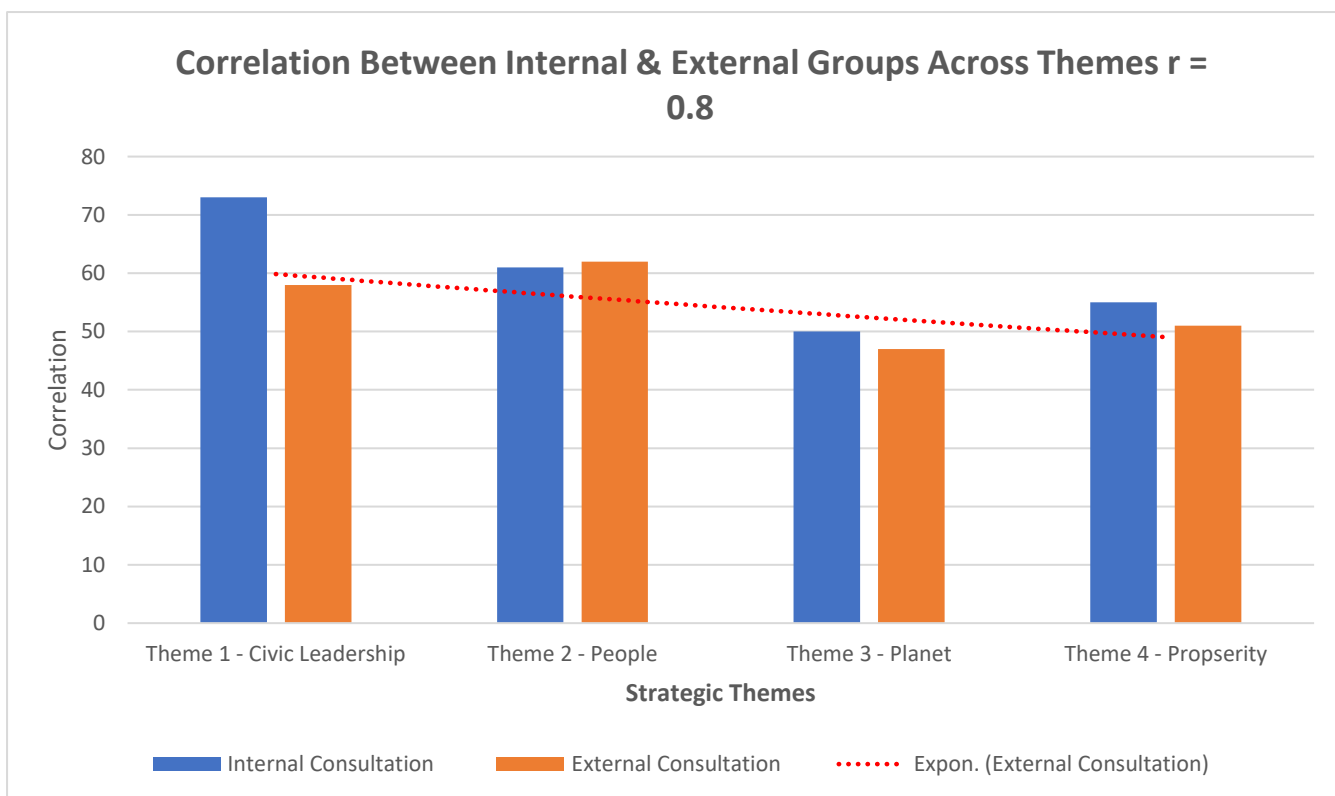|	
General Commentary	In this theme both residents/public and staff exhibit high levels of variability. However, even with the inconsistencies shown r = 0.8 shows a statistical cohesiveness that is very strong across all of the sections. In addition, the residents/public views captured were even more positive toward the contents of the draft plan than in the previous two strategic themes and all of the matters considered were ranked as either moderately or highly important.
Internal Correlation	Again, of the 3 internal groups, CMT scored consistently highest or equal highest in 5 of the 6 groups, with perfect alignment with members in 3 sub – categories (promoting sustainable tourism, promoting sustainable transportation & reducing energy consumption). Across all 3 groups, r = 0.7, indicating high levels of correlation.
Public Views & Opinions	None of the 6 sub – categories within this theme were of low importance to residents/the public. 5 are seen to be of moderate importance (implementation of the LAP, sustainable tourism, sustainable transportation, reducing energy consumption & cemetery provision0, with meeting waste targets as the most important issue.
Comparators – Internal & External	With r = 0.8, there is a strong and statistically highly significant correlation between the views of internal developers of the plan and the public. As no matters requiring adjustment are included in this theme, none were made.
Summary of Findings	There is a close relationship within this theme to the draft plan and the residents/public views and opinions captured, with no more than 2 points between the majority of sub – category scorings. This theme therefore aligns closely with residents/public views and opinions and no changes to the text are required.

Strategic Theme 4 – Prosperity

General Commentary	This theme exhibits the highest levels of consistency across all 4 contributing groups, but also has the highest levels of variability across the sub – categories. This accounts for the overall correlation of r = 0.5. That said, there are no sub – categories that fall within the no or low opinion section, and 5 of the 6 sub – categories contain at least one group who scored the sub – category within the highest opinion group. In addition, residents/ the public views captured were consistently positive toward the contents of the draft plan, with 5 of the 6 scoring in the moderately important field and one (promote an investment programme) scoring into the highest importance field.
Internal Correlation	For the first time, of the 3 internal groups, members scored consistently highest or equal highest in 3 of the 6 groups and were within 1 point of CMT on each of the other 3 sub – categories. This indicates very high levels of alignment between members and CMT (r = 0.8) across the sub – category. Levels of correlation between the staff grouping & residents/the public were low (r = 0.3) although the reasons for this are well known and accepted (see comparators – internal & external below) and this is not seen as being significant.
Public Views & Opinions	None of the 6 sub – categories within this theme were seen to of low importance to residents/the public. 5 are seen to be of moderate importance (engagement with others, engagement with education & training providers, LCCC as a place to visit, capital investment & use of land and assets). Interestingly, promoting an investment programme is seen as the most important subject within this sub – category for residents/the public, ahead of the views of CMT and almost at the same level of that expressed by members.
Comparators – Internal & External	Even when combined and compared with the combined members and CMT score, the correlation at r = 0.6 whilst higher, is not seen as particularly significant, as the two groups are traditionally seen as having different views on such issues, with members and CMT taking a longer term/ more strategic approach.
Summary of Findings	There is a close relationship between the views of each of the different groups within this theme to the draft plan, although, when combined, there is high levels of variability across each of the sub - categories. Members score higher, or equal highest in 3 of the 6 categories, with both members and CMT being in perfect alignment with the capital investment sub – category. Much of the variability can be explained by the difference in approaches between members and CMT and staff & residents/the public, although both groups did score within the moderately important grouping.

SECTION 2 – COMPARISONS BETWEEN GROUPS & THEMES

RELATIVE IMPORTANCE OF THEMES BY GROUP r = 0.7

General Commentary	Although the trendline decreases across the 4 themes, the relatively even nature of both trendline points to a stable position across each of the 4 groups/themes. Comparing the consultees & correlating the results shows there is close alignment between the draft plan and the views of residents, and the public as captured by the consultations undertaken at r = 0.7.
Members	Members views are extremely consistent across each of the themes, with no more than 4 percentage points between the highest and lowest theme. Members rated "Civic Leadership" as the most important theme overall, with "Prosperity" & "People" coming a close 2nd and 3rd. The "Planet" theme is seen as being of the least importance to members, but the lack of distance between this (3%) and the highest rated theme, renders this particular comparator less meaningful.
CMT	Although CMT score highest when considered individually, when grouped with other contributors they are very close to the mean. CMT score the theme "Civic Leadership" highest, with the "People" theme a distant 2nd, although there is close grouping across each of the other 3 themes which all fall within the moderately important to highly important categories.
Staff	Staff exhibit the most variability, with only a relatively weak correlation between the 4 themes. "Civic Leadership" scores highest across this

	group, with "People" 2nd. There is a significant drop in importance attributed to the "Planet" theme, suggesting that this theme is not held to be as important to staff as would normally be thought.
Residents/Public	Residents/the Public have the 2nd highest level of consistency across the 4 themes after members. They see the "people" theme as being of more importance than "civic Leadership", even though there were low levels of importance attached to staffing matters. Overall, the residents, public views are relatively closely aligned, with the "Planet" theme being seen as least important, although there is close grouping across all themes.
Summary	"Civic Leadership" is seen as being of most important to all 3 of the internal groups. Although it is seen as being of secondary importance to residents/the public after "People", the difference is relatively small. Given the difference in focus between internal and external groups, it is remarkable that the "Civic Leadership "theme is seen as being as important as it is to residents/the public.

Correlation Between Internal & External Groups Across Themes r = 0.8

General Commentary	Although the trendline decreases across the 4 themes, the relatively smooth and even nature of this trendline points to a stable position across each of the 4 groups and themes. Comparing the consultees across two variables, internal and external, & correlating the results shows there is close alignment between the draft plan and the views

	of residents, and the public as captured by the consultations undertaken.
Theme 1 – Civic Leadership	The variability between internal and external consultees is at its highest level in this theme at 21%. As discussed in section one, it is posited that the variability can be explained at least in part by the external consultees 3 low scoring sub - categories, (delivery of the community plan, identification of commercial opportunities & the development & support of staff). Potential explanations for these low scores are also put forward in section one. When these are allowed for, the variance between the two groups drops to 3%. This theme attracted the highest score overall and can be thought of as generating the most interest across all consultee groups. This is notable as, the low scoring of 3 sub – categories, tend to disguise the relatively high importance attached to the other 5 sub – categories.
Theme 2 - People	Interestingly residents/the public score this theme slightly higher than the internal groups, although the margin in very low. With a variability of only 2%, external consultees are in almost complete agreement with the internal groups as to the contents of the draft plan. The "People" theme, and the sub – categories it contains is the second most important theme in this consultation across all consultees, despite a staffing related sub – category scoring relatively low with residents/the public. An adjustment was made, on the same basis as those made in theme 1 (civic leadership) to ensure consistency.
Theme 3 – Planet	This theme is seen as being of least importance to the consultees overall, although it should be borne in mind that all comments received were positive and it scored into the moderately important range. A variability between internal and external groups of 6% on the face of it, represents a high level of agreement between the groups and the contents of the draft plan. However, when the sub – categories are considered individually the first 3 score moderately, with a trend toward low scores, with the final 3 scoring moderately, with the trend upward to high scoring. This pattern of variability tends to cancel each trend out and conceal the fairly high levels of variability between the groups and each sub – category. That said, an analysis of the scoring across each group and each sub – category does show that scoring follows the relative position of each group, for example: - • Implementation of the Local Area Plan may be seen by members as of less importance as it has already been considered by them, highly important to CMT as they are still in the process of delivering it, of lower importance to staff and the public, as it has perhaps yet to be fully developed in their thinking and they tend to consider operational areas as of more immediate importance.

	- Promoting sustainable transportation, whilst recognised as moderately important across all 3 internal groups due to the work the council carries out and the high levels of media interest in this as a subject area, may be seen as largely outside the issues the council can influence with the public. - In reducing energy consumption, members and CMT are as one, whilst staff see it as less important from a work context, but residents/the public are very aware of energy costs at this time and are likely to feel strongly about energy waste and consumption. - Whilst both members and residents/the public score meeting the council's waste targets very highly, both CMT and staff score these less highly, most likely due to the fact that these 2 groups will be well informed about this sub – category and will be aware that targets are very likely to be met. - The level of awareness as to the demand for cemetery provision is thought to be low among staff in general and residents/ the public, accounting for their lower scoring, whilst CMT and members have recently considered initiatives to increase burial space across the LCCC area in the short term.
Theme 4 - Prosperity	As with theme 3 – Planet, there is a reasonably higher level of variability across each of the groups and sub – categories than the overall correlation rate of 0.5 might suggest. Also, the variability between the internal & external groups, at 7% is second highest across all the themes in the draft plan. As before, however, an analysis of the individual sub - categories as they relate to each other, reveals a more nuanced picture: - - Engagement with education & trainers scores highly with residents/the public, but less so with the internal groups, reflecting a degree of confusion externally with what services councils have responsibility for. - The relatively low scoring of "LCCC as a place to visit with residents/the public and staff, may reflect the issue of traffic congestion and housebuilding that was prevalent in the consultation exercise. - Both "Capital Investment" & the "Use of Land & Assets" are seen as strategic level, long range issues that traditionally seen as of less important to staff and residents/the public than more immediate operational matters.
Summary	Comparing the consultees across two variables, internal and external, & correlating the results shows there is close alignment between the draft plan and the views of residents, and the public as captured by the consultations undertaken.

	There are some areas however that stand out and that are worthy of note: -
	• "Civic Leadership" is seen as the most important theme, with a score of 131 overall, with the "People" theme coming in second in importance at with a score of 121. The "Prosperity" theme is a close 3rd with a score of 106 and the "Planet" theme scores 97.
	• Without the allowances for bias, the average variability across all 4 themes is 9% (r = 0.7), when these are applied, the average variability drops to 5% (r = 0.8). Effectively, this means residents/the public are strongly in alignment with the contents of the draft plan.
	• However, there are some areas of significant variability and, although an explanation and allowance can be made for some of this, results remain that were not foreseen (see section 3, below.

SECTION 3 – INTERPRETATION OF RESULTS

Relative Importance to Consultees

Only residents/the public as a group scored any of the themes as being of low importance, although these made up no more than 17% of the total and remained positive in tone & content. These consultees felt that 54% of the themes and sub – categories were of moderate importance and the remainder, (42%) of high importance to them.

Staff rated 76% of the themes and sub – categories as of moderate importance and 20% as being of high importance. There were no low scoring themes or sub – categories.

CMT see 44% of the themes and sub – categories as being of moderate importance, with 56% being of high importance.

Members, on the other hand, tended to rate 58% of the identified themes and sub – categories as of moderate importance, with 42% as high importance.

Top Most Important Sub - Category by Theme

KEY -	Important	🟥	Moderately Important	🟧	Low to No Importance	🟩

Theme	Sub - Category	Internal Imp.	External Imp.
1 – Civic Leadership	Community Plan Delivery	🟧	🟩
	Quality, Cost Effective Services	🟧	🟧
	Identify Commercial Opportunities	🟥	🟩
	Deliver a Range of Plans	🟧	🟧
	Resilience	🟧	🟧
	Develop & Support Staff	🟥	🟩
	Digital Improvements	🟥	🟥
	Open, Transparent Comms	🟧	🟥
2 - People	Deliver a Range of Programs	🟥	🟥
	Collaborative Working	🟧	🟧

		Internal Imp.	External Imp.
	Promote Staff Health & Wellbeing	🟥	🟧
	Build Community Capacity	🟧	🟧
	Support for Community Interventions	🟥	🟥
	Promote Volunteering	🟧	🟧
	Encourage Inclusivity	🟧	🟧
3 - Planet	Implement LAP	🟧	🟧
	Promote Sustainable Tourism	🟧	🟧
	Promote Sustainable Transportation	🟧	🟧
	Reduce Energy Consumption	🟧	🟧
	Meet Waste Targets	🟧	🟥
	Cemetery Provision	🟥	🟧
4 - Prosperity	Promote Investment Program	🟥	🟥
	Engagement With Others	🟧	🟧
	Engagement With Education/Trainers	🟧	🟥
	LCCC as a Place to Visit	🟧	🟧
	Capital Investment	🟥	🟧
	Use of Land & Assets	🟧	🟧

Top Scoring Sub – Categories by Importance

Theme	Sub - Category	Score	Internal Imp.	External Imp.
4 - Prosperity	Promote Investment Programme	21%	🟥	🟥
	Capital Investment	19%	🟥	🟧
3 - Planet	Meet Waste Targets	19%	🟧	🟥
	Cemetery Provision	18%	🟧	🟧
2 - People	Support for Community Interventions	18%	🟥	🟥
	Deliver a Range of Programmes	18%	🟥	🟥
1 – Civic Leadership	Digital Improvements	14%	🟥	🟥
	Develop & Support Staff	13%	🟥	🟥

DRAFT CORPORATE PLAN: TABLE SHOWING RELATIVE IMPORTANCE & OVERLAP ACROSS DRAFT PLAN CATEGORIES.

Theme	Group	High Importance	Moderate Importance	Low Importance
Theme 1 **Civic Leadership**	**Members**	Identify Commercial Oportunities	Community Plan Delivery Quality, Cost Effective Services Deliver a Range of Plans Resilience Develop & Support Staff Digital Improvements Open, Transparent Communications	
	CMT	Quality, Cost Effective Services Identify Commercial Opportunities Deliver a Range of Plans Develop & Support Staff Digital Improvements	Community Plan Delivery Resilience Open, Transparent Communications	
	Staff	Develop & Support Staff Digital Improvements	Community Plan Delivery Quality, Cost Effective Services Identify Commercial Opportunities Deliver a Range of Plans Resilience Open, Transparent Communications	
	Residents/Public	Quality, Cost Effective Services Digital Improvements Open, Transparent Comms	Deliver a Range of Plans Resilience	Community Plan Delivery Identify Commercial Opportunities Develop & Support Staff
	Members	Deliver a Range of Programs Promote Staff Health & Wellbeing Support for Community Interventions	Collaborative Working Build Community Capacity Promote Volunteering Encourage Inclusivity	

Theme	Group	Left Column	Right Column	
Theme 2 **People**	**CMT**	Deliver a Range of Programs Promote Staff Health & Wellbeing Support for Community Interventions	Collaborative Working Build Community Capacity Promote Volunteering Encourage Inclusivity	
	Staff	Promote Staff Health & Wellbeing Support for Community Interventions	Deliver a Range of Programs Collaborative Working Build Community Capacity Promote Volunteering Encourage Inclusivity	
	Residents/Public	Deliver a Range of Programs Support for Community Interventions	Collaborative Working Promote Staff Health & Wellbeing Build Community Capacity Promote Volunteering Encourage Inclusivity	
Theme 3 **Planet**	**Members**	Meet Waste Targets Cemetery Provision	Implement LAP Promote Sustainable Tourism Promote Sustainable Transportation Reduce Energy Consumption	
	CMT	Implement LAP Cemetery Provision	Promote Sustainable Tourism Promote Sustainable Transportation Reduce Energy Consumption	
	Staff		Implement LAP Promote Sustainable Tourism Promote Sustainable Transportation Reduce Energy Consumption Meet Waste Targets Cemetery Provision	

	Residents/Public	Meet Waste Targets	Implement LAP Promote Sustainable Tourism Promote Sustainable Transportation Reduce Energy Consumption	
Theme 4 Prosperity	Members	Promote Investment Program Engagement With Others Capital Investment	Engagement With Education/Trainers LCCC as a Place to Visit Use of Land & Assets	
	CMT	Promote Investment Program LCCC as a Place to Visit Capital Investment	Engagement With Others Engagement With Education/Trainers Use of Land & Assets	
	Staff		Promote Investment Program Engagement With Others Engagement With Education/Trainers LCCC as a Place to Visit Capital Investment Use of Land & Assets	
	Residents/Public	Promote Investment Program Engagement With Education/Trainers	Engagement With Others LCCC as a Place to Visit Capital Investment Use of Land & Assets	