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| Title of Report: | Corporate Services Business Plan 6-month Review |
| Committee Report Submitted To: | Corporate Services Committee |
| Date of Meeting: | 22nd November 2022 |
| For Decision or For Information | For Information |

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| Linkage to Council Strategy (2021-25) | |
| Strategic Theme | Resilient, Healthy and Engaged Communities |
| Outcome | Council will work to support healthy lifestyle choices for all citizens |
| Lead Officer | Director of Corporate Services |

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|------------------------------------|-----------------------|
| Budgetary Considerations | |
| Cost of Proposal | Within Current Budget |
| Included in Current Year Estimates | NO |
| Capital/Revenue | N/A |
| Code | N/A |
| Staffing Costs | Within the report |

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|--|--|--------|-----------|
| Screening Requirements | Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals. | | |
| Section 75 Screening | Screening Completed: | Yes/No | Date: N/A |
| | EQIA Required and Completed: | Yes/No | Date: N/A |
| Rural Needs Assessment (RNA) | Screening Completed | Yes/No | Date: N/A |
| | RNA Required and Completed: | Yes/No | Date: N/A |
| Data Protection Impact Assessment (DPIA) | Screening Completed: | Yes/No | Date: N/A |
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1.0 **Purpose of Report**

The purpose of this report is to present to Members with the 6 Month Progress Review of the 2022/2023 Corporate Services (CS) Business Plans.

2.0 **Introduction**

Council previously approved the Corporate Services Business Plans in May 2022.

The plans for each of the service areas were developed based upon:

- The emerging actions from the Community Planning Process.
- The Council's exiting Corporate Plan.

- Endorsed service area strategies.
- Relevant Central government strategies and policies.
- Council decisions and direction from the 2021 / 22 period.

3.0 The Purpose Of The Plans

The purpose of the annual business plans is to:

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

4.0 6 Month Business Plan Review

Each of the Business Plans are included in Appendix 1 – 4 and provide an update on progress mid-year using the RAG indicators.

- Appendix 1 - Democratic and Central Services
- Appendix 2 – ICT
- Appendix 3 - ODHR
- Appendix 4 - Policy & Community Planning

5.0 **Recommendation**

Committee is asked to note the Corporate Services Business plans 6 month review for the 2022 / 23 period



**Causeway
Coast & Glens
Borough Council**

**CORPORATE SERVICES
DIRECTORATE**

**DEMOCRATIC AND CENTRAL
SERVICES**

BUSINESS PLAN 2022-2023

PURPOSE OF THE PLAN

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

STRATEGIC THEMES/FUNCTIONS

Democratic Services

- Ensure the management and administration of the democratic process and formal meetings to meet legal and constitutional requirements.
- Provision of support for Mayor and Elected Members and managements of Council's civic and ceremonial events.
- Ensure the provision of an efficient corporate support service including the development of Council's customer service framework and complaints tracking process.
- Co-ordination of local elections.

Land and Property

- Responsible for the strategic, operational and administrative management of the Council's Land and Property portfolio.

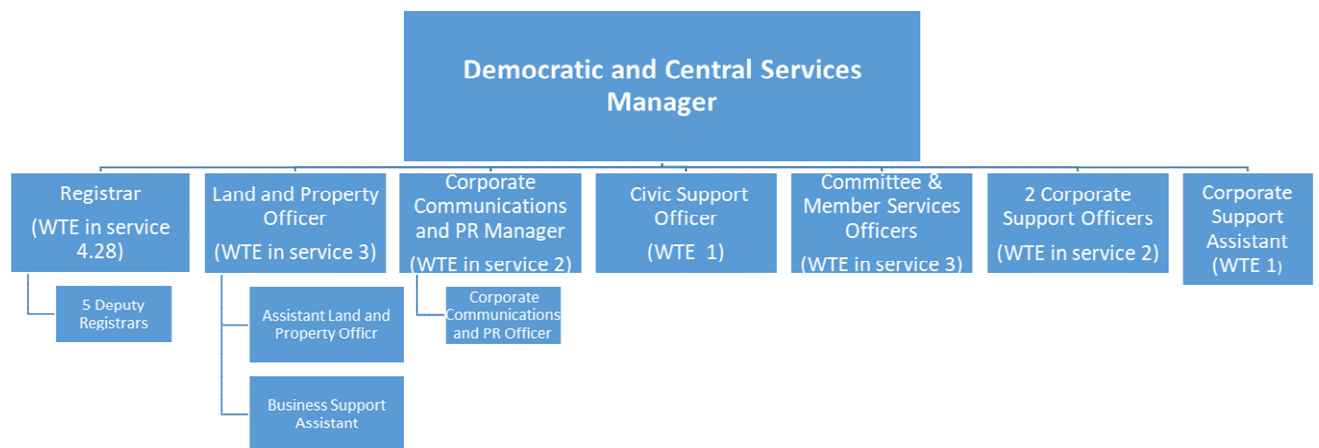
Registration and Cemeteries Administration

- Provision of service relating to the conduct of marriages and civil partnerships and the registration of births and deaths
- Delivery and development of Council's Cemeteries Administration service.

Corporate Communications

- Promote a positive image of the Council through the development and implementation of a Corporate Communication and Engagement Strategy.

DEMOCRATIC AND CENTRAL SERVICES ORGANISATIONAL STRUCTURE



SWOT ANALYSIS

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Committed, loyal, reliable and dedicated team. • Relative stability of team with a number of experienced, skilled and knowledgeable officers. • Flexibility at times of emergency • Good relationship and rapport with elected members and senior officers. • Team Working/Strong team • Diverse Functions/Broad range of | <ul style="list-style-type: none"> • Insufficient budget to effectively resource department. • Delivering a wide range of civic/corporate services through a small team. • Gap between strategy and operational delivery. |

| | |
|---|---|
| <p>services provided corporately.</p> <ul style="list-style-type: none"> • Quality and consistency of work. • Clear Roles. • Wide remit of support provided to members. | |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Empower members by building capacity through member development. • Maximise use of technology/technological improvements e.g Members' Portal, use of GIS in Land and Property team; recording of corporate complaints. • Staff capacity building. • Improved cross departmental working. • Be a point of contact for elected members. • Format of minutes. | <p>Threats</p> <ul style="list-style-type: none"> • Legal challenge and reputational damage as a result of council decision making. • Volume of work in all sections. • Timely receipt of report and agenda items. • Inconsistency in interpretation to policies. • Organisation reviews/change and impact on established teams. • Loss of staff through illness or retirement. • No succession planning. |

STRATEGIC AIMS OF THE SERVICE

Aligned with the following Council Strategic Aims and Objectives:

Cohesive Leadership • Improvement and Innovation • Healthy, Active and Engaged Communities • Climate Change and Our Environment

STRATEGIC OBJECTIVES OF THE SERVICE

1. Complete programme of work to modernise and strengthen democratic services.
2. Ensure the capacity of Elected Members is maximized.
3. Deliver improved customer satisfaction by improving communications, customer support services and processes and provision of effective communication within Council that generates positive profile on all Council services.
4. Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

Strategic Objective

1. Complete programme of work to modernise and strengthen democratic services.

Link to Corporate Aims and Objectives Leader and Champion

| Work Streams / Operational Actions / Outcomes | Budget £ | Timescale | Performance Indicators | Progress update at 6 months |
|---|--|------------|--|---|
| Provide effective and compliant committee services to support officers and Elected Members in decision making process. | 51009 + budget required, tbc, for online upgrade | Permanent | <ul style="list-style-type: none"> • Upgrade of online access to agendas, papers - report presented to Committee. • 100% agendas published at least 5 days prior to date of meeting. • 95% minutes published within 5 working days of the date of the meeting. • 95% audio recordings uploaded within 2 days • 95% Council meeting actions/decisions lists published within 5 working days. • Structure of department reviewed, and report presented to Committee. • Member satisfaction survey conducted. • Number of Mayoral engagements and Civic Events delivered. | <p>Report not presented to Council to date.</p> <p>100% achieved.</p> <p>49%achieved.</p> <p>100% achieved.</p> <p>Not achieved. KPI needs to be revised.</p> |
| Establish a high performing team which can support officers, Mayor and Elected Members with the provision of specialist support and guidance. | 51009 + budget following review tbc | March 2023 | | <p>Not progressed.</p> <p>211 Mayoral events held since April 2022. 134 of total in current Mayor's term. 1 Freedom of the Borough event delivered. Various projects associated with HM Platinum Jubilee delivered.</p> |

Strategic Objective

2. Ensure the capacity of Elected Members is maximized.

**Link to Corporate Aims and Objectives
Leader and Champion**

| Work Streams / Operational Actions / Outcomes | Budget £ | Timescale | Performance Indicators | Progress at 6 months |
|--|-----------------|------------------|--|---|
| NI Charter status for Elected Member Development progressed. | £8,000 | March 2023 | <ul style="list-style-type: none"> • Award of NI Charter for Elected Member Development¹. • Member Induction Programme developed and adopted. • 85% engagement with Elected Member Development Programme². • 1 day (=6 hours) on average per Elected Member spent on training. | Actions towards achieving Charter Learning and Development ongoing. Date for assessment rescheduled to January 29 th 2023. Member Induction Programme developed and adopted by Council on 30 th June 2022. 64% engagement achieved. 0.46 days on average. |

¹ Assessment for Charter Status January 2023

² Source: Corporate Strategy 2021-2025

| Strategic Objective | | | | |
|--|----------|------------|---|---|
| 3. Deliver improved customer satisfaction by improving communications, customer support services and processes and provision of effective communication within Council that generates positive profile on all Council services. | | | | |
| Link to Corporate Aims and Objectives | | | | |
| <ul style="list-style-type: none"> Leader and Champion | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £ | Timescale | Performance Indicators | Progress at 6 months |
| Effective management of corporate complaints process. | - | March 2022 | <ul style="list-style-type: none"> 0.37 complaints received per 1,000 head of population. 18 working days to successfully conclude a complaint. 75% of complaints rectified within target time. 1 Citizens' Newsletter issued annually. 20 press releases and daily social media activity on corporate Facebook and Twitter monthly target. Placements secured = Positive monthly Advertising Value Equivalent figure 4 meetings of Communications Liaison Group held. | 0.22 complaints received per 1,000 head of population. 21.25 working days to successfully conclude a complaint. 65.6% of complaints rectified within target time. Next edition issued January 2023. Total 159 press releases in period and daily activity on Facebook and Twitter. £424,000 Not reached but ongoing engagement across all departments with Corporate Communications Team. |
| Provide effective media management and communication by increasing PR presence at Council and Committee meetings and increasing proactive communication following each meeting. | - | Permanent | | |
| Closer liaison with service areas through regular meetings of the Communication Liaison Group. | - | | | |

Strategic Objective

4. Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

Ensure appropriate resources, systems and processes are in place to manage, protect, inspect and monitor the large land and property portfolio for the Council.

| Work Streams / Operational Actions / Outcomes | Budget £ | Timescale | Performance Indicators | Progress at 6 months |
|--|-----------------|------------------|---|---|
| Maximise value of Council's land and property assets in line with Council's Asset Management Strategy and Land and Property Policy | | Ongoing | <ul style="list-style-type: none"> Quarterly report on progress of commercial lease renewals presented to Land and Property Sub-Committee. | Update reports presented to L&P SC 6 th April 2022 and 5 th October 2022. |
| | | March 2023 | <ul style="list-style-type: none"> Review of Land and Property Policy completed | To be completed following completion of recommendations arising from Extraordinary Audit. |

Strategic Objective

5. Ensure that Council delivers its Registration and Cemeteries Administration functions in accordance with legal requirements and best practice.

**Link to Corporate Aims and Objectives
Leader and Champion**

| Work Streams / Operational Actions / Outcomes | Budget £ | Timescale | Performance Indicators | Progress at 6 months |
|--|-----------------|----------------------|---|-----------------------------|
| Provide effective and compliant Registration services in accordance with GRO legislation | | Permanent | <ul style="list-style-type: none"> • Cost of Registration Service per head of population | TBC |
| Review reporting arrangements for cemetery administration within Council. | | March 2023 at latest | <ul style="list-style-type: none"> • Review complete and report presented to Council. | Ongoing. |
| Revision of resource fees set by Council for ceremonies. | | March 2023 | <ul style="list-style-type: none"> • Report presented to Council for approval. | Ongoing. |

Information & Communications Technology

BUSINESS PLAN

2022/2023

May 2022

November 2022 Mid Year Review

Purpose of this plan

“To provide a modern and integrated Information & Communications Technology (ICT) environment, which sustains and strengthens the Council’s ability to deliver its strategic objectives, facilitating collaboration, and efficient business processes in a challenging budgetary environment. This background will provide staff and Members with appropriate digital services tool to deliver our Corporate Strategy to ratepayers, visitors and the general public.

The Vision for ICT

Our vision is that ICT is a key driver for the development, delivery and transformation of Causeway Coast and Glens Borough Council and the services it delivers to citizens. It will provide flexible and scalable solutions that adapt to the dynamic environment the Council operates in. ICT will be a proactive agent for change and will be fundamental to the review of all the Council's strategies and services. Staff and Members will have the appropriate skills and knowledge to make best use of ICT facilities and systems, whilst adhering to appropriate policies and procedures associated with relevant data protection regulation.

Covid and Post-Covid related ICT Matters

For ICT, and indeed the Council and society in general, the year 2021 and the initial months of 2022 continue to be dominated by the Covid-19 pandemic and the associated rollout of ICT kit and infrastructure to allow secure home/hybrid working and for Council meetings to continue.

As we approach June 2022, based on the direction of SLT and Members, as the Civic facilities are being prepared for the increasing return to the workplace in the coming weeks, ICT's aspiration is to facilitate the requirements of this developing work environment as instructed.

For the incoming year, the focus be on the this return to working in Council facilities or continued hybrid working, in some capacity, for most of our staff. As laid out by recent legislation, Council meetings also need to be facilitated in a similar manner until September 2022. Specifically, for the incoming year:

- Return to work for a proportion of formerly home-based staff, **has been** directed by SLT and Members, necessitating the return of laptops to those Civic facilities. The return to Civic facilities needs **to continue to be** as tightly managed as the original rollout of kit to ensure the cyber security of the ICT network.
- Increased investment in ICT security to reflect the additional security issues of remote working and Council offices'-based working. Steps have already been taken to ascertain cyber-security risk levels to the organization. (Please see appendix 1). The ICT risk analysis, as described on page 15, illustrates the seriousness of this threat.

3rd party report of Council's cyber vulnerability. Continued annual PEN testing. Engagement with specialists to provide robust cyber security services

- Maintenance and increased network capacity of Virtual Private Network (VPN) to allow those staff to access the Council's internal network, from a home environment where this is appropriate, in a secure fashion.

Upgrade of VPN firewall at end of life along with upgrade of internet link gives assurance of sufficient capacity for home working

- Continuing the substantive migration of staff MS Office accounts from locally-based Office 2013 to Office 365 (migration of 73% of staff as of May 2022).

Push to complete in next few months before current on-prem system goes end-of-life. Allows for enhanced email security. ICT training and thorough review of security of Council email in 2023

- **Rollout of smartphones and other mobile devices for other staff where appropriate.**

- Continuing provision of Microsoft Teams to enable Members and staff to attend meetings, both remotely and in a hybrid meeting setup.
- Further reviews of the Council Chamber technology, such that the relevant ICT hardware is fully integrated with MS Teams and other associated software packages (enhanced camera configuration as of March 2022).

The next stage is for ICT, with direction from Members, to continue the conversion of short-term Covid related measures into a robust ICT solution for the long term.

Key issues for incoming year

Cyber security

The already very real threat of to both Council and organizations throughout the world posed by cybercrime has been exacerbated by the widespread practice of homeworking for staff, driven largely by the Covid pandemic.

The following steps will be taken over the next 12 months:

- Commenced in November 2021, increased training for all ICT systems users - staff and Members on the threat of cybercrime. (Appendix 1)

Metacompliance training packages have been regularly shared with Council staff with good uptake. Continue with regular training and phishing exercises into 2023

- An awareness campaign for staff and Members of the risks to the whole organization, supported both with initiatives from both other government bodies and from the private sector.

Support through Metacompliance as above

- Enhanced acquisition of security products – firewalls, antivirus products, PEN (penetration) testing – for both the network infrastructure and for end-user kit.

Trusted 3rd party has been engaged to provide wrap-around service. ICT training, strategy development and formalization of cyber-security standards into 2023

- Recommendation to Members of enhanced policy changes to reflect the seriousness of the cyber threats.

Enhanced/additional cyber-security policies will likely be required depending on outcome from cyber strategy

Microsoft Office 365 rollout

As of May 2022, 73% of all office staff previously using MS Office 2013 have had their version of the data automation product upgraded to MS Office 365. The remainder of users are expected to be upgraded to MS Office 365 in the coming year. Staff rely heavily on accessing their data, and ensuring a smooth and

orderly transition to the new configuration requires careful planning. The rollout and associated training for MS Office pose a particular challenge in the Covid-19 environment.

This change in version has been driven by several factors, the following of which are most pertinent to Council:

- Microsoft no longer provide full support for the platform on which MS Office 2013 resides, meaning that the patches and other upgrades are decreasingly occurring. The net effect is that the computer platform becomes increasingly vulnerable to cyber-attack.
- Staff will have easier access to both MS Outlook and documents such as MS Word, Excel and Access. Presently, for users working remotely, they use a Virtual Private Network (VPN) to access computer servers based in Cloonavin. The cloud-based MS Office 365 allows users to directly access their documents online and removes a potential point of weakness in our ICT infrastructure.

The picture is a bit more complicated than this. Personal/Home folders will be moved to 'Onedrive', but sharing is limited. Wider cloud strategy should include whether 'departmental' folders should be moved to the cloud. This is a different service offering from Microsoft than 'Office 365' and would require additional resources to implement.

- In the past year, Microsoft Teams has proven pivotal in allowing the democratic processes to continue and for staff to continue to provide a service to Council. MS Office is not fully compatible with MS Teams, meaning that staff and Members will have experienced glitches in the connectivity and performance of MS Teams over the past year.

Members Services technological enhancements

Since the inception of the Council in March 2015, Members and relevant staff have had access to a portal within the Council Website for them to view Council agendas, reports and minutes of meetings.

Recently, Council have agreed upon the provision of enhanced technology in the Chamber to match the need for either standard Council meetings, virtual Council meetings or hybrid Council meetings. This has led to the acquisition of improved data projectors and enhanced integration between the Bosch sound system and the MS Teams product. In March 2022, enhanced camera equipment has been installed, allowing for improved interaction between the camera equipment and the Bosch sound system.

Concern has been raised about the ease of access to the relevant documentation associated with such meetings. A document exploring how to improve upon this situation will be presented to Members for their consideration.

New Departmental Systems (Planning & Finance)

In the incoming six months, two new critical ICT systems impacting upon two of the Councils' major departments – the Planning Service and the Finance Section - are being implemented. **The new planning portal should be implemented by the end of the year.** This **major** change entails installing new ICT systems in each of the areas, affecting both respective set of staff. The role of ICT is to assist both specialisms in ensuring that the systems provide a fit for purpose service for those staff and those related Council areas. ICT personnel will assist in the new solutions becoming operational, with a smooth transition to the new configuration, while keeping in focus the security and integrity implications of the Council's ICT systems.

Digital Services Key Plans and Achievements

- Design and development of a dynamic interactive Live Smart story-map initiative.
- Design and Development of Covid 19 Community Response Initiative developed and managed solely using inhouse expertise and ESRI platform both for secure internal decision making and external stakeholders to improve transparency to our citizens during the pandemic.
- Open for Business application during the Covid 19 pandemic.
- Fibrus broadband mapping of council assets, improving internal collaboration across service areas and external sharing of this asset information to improve broadband access for our citizens.
- SIB Integration spatial analysis for Leisure Centres and greenway business case.
- Garvagh forest digitization, story map and legal mapping.
- Development and maintenance of Funding Unit application software.
- Improved decision making, workflows and efficiency using digital transformation of service areas.
- Development and sharing of our Land & Property Asset Mapping Application internally.
- Design & Development and digitization of our Leisure and Holiday homes using GIS software.
- Digitalization of our Refuse collection to improve route optimization.
- Design and development and data collection of our risk management for waste collection.
- Maintenance and Development of 'Perform' – the performance management software currently being developed to meet ASPE and KPI indicators.
- Maintenance of our Inhouse GIS Portal improving the access to all staff for secure spatial data that provides our staff with the ability to share data across service areas and improve decision making, transparency and collaboration.
- Maintenance & Development of our Art Centre websites (Roe Valley & Flowerfield).

- Exceeding local government benchmarking standards for accessibility and quality assurance on our corporate Website.
- Maintenance & Development of CCGBC Hired Vehicles Application for Waste.
- Improving CCGBC transparency and efficiencies by providing access to 32 spatial data layers (largest local government datasets provider) through OpendataNI.
- Public Mapping Application (RoWs, Grants & Funding, Trails).
- Digitalization of tender concretionary trading locations.
- Design and Development of internal insurance application and dashboard.
- Digitalization of International Appalachian Trail/Sperrin Way/Moyle Way.
- Health & Safety risk management digitization.
- Spatial digitalization of Coast and Countryside trail furniture Inventory.
- Ballycastle to Ballymoney Greenway landowner digitization, engagement, and Mapping Application.
- Design and Development of Warm Space initiative to enhance emergency planning decision making at SLT level.
- Design and development of a new inhouse inspection application/dashboard for play parks and car parks.
- Design and development of new inhouse web solution for Project Alchemy

ICT Strategy

The draft ICT Strategy is currently being prepared by the ICT Service. There will be extensive consultation with both staff and Members to ensure that this Strategy is fit for purpose. It is proposed that the draft Strategy be presented to the Corporate Policy and Resources Committee in September 2022. **Revised to March 2023 based on current demands and resources.**

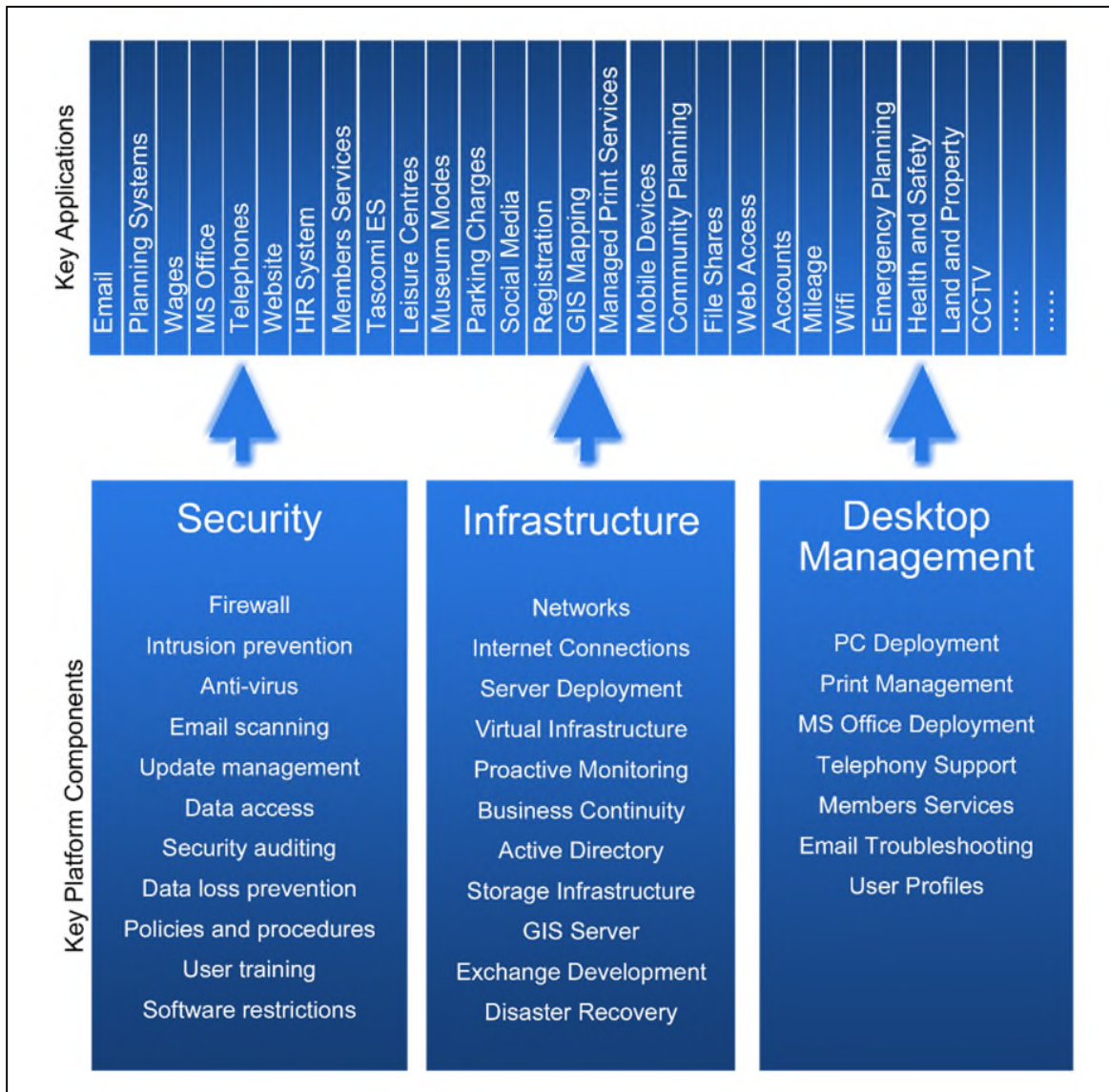
Risk Table (RAG -Red/Amber/Green)

| Risk Description | Prob of Occurring (1-5) | Risk Impact (1-5) | Risk Ranking |
|---|-------------------------|-------------------|--------------|
| Vulnerability of our Exchange system to multiple threats such as viruses, hardware failure, hacking, power failure, particularly in light of Covid -19, meaning that kit is increasingly being used away from the more secure Council ICT network. Move to O365 for email hosting takes some of the risk off Council. Responsibility for keeping the system on-line lies with Microsoft and they have robust protocols and SLAs to keep systems on-line. Additional steps are required to ensure individual emails are clean though. Emails can still spread malware through local client systems. Cloud versions of existing systems are currently being used, but the possibilities for improvement need resources to investigate and implement. (associated reputational damage) | 5 | 5 | 1 |
| Loss of key staff | 5 | 5 | 2 |
| Vulnerability of our general infrastructure, particularly given our geographical spread. Incremental security improvements ensure ongoing resilience of key systems. DR strategy under development seeks to remediate any fault or outage by using distributed network as a backup (associated reputational damage) | 5 | 5 | 3 |
| Damage to Finance system, particularly our Payroll system, and with the acquisition of a new system. | 5 | 5 | 4 |

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|---|---|---|---|
| Responsibility with shift significantly to new service provider with new system | | | |
| (associated reputational damage) | 5 | 5 | |
| | | | |
| Vulnerability of our general MS Office data for as above, particularly with the rollout of Office 365 | 5 | 5 | 5 |
| (associated reputational damage) | 5 | 5 | |
| | | | |
| Hacking of our Website | 4 | 5 | 6 |
| (associated reputational damage) | 4 | 5 | |
| | | | |
| Vulnerability of Council ICT devices used in both home environments and for mobile working | 4 | 5 | 7 |
| | | | |
| Damage to telephony system | 4 | 5 | 8 |
| (associated reputational damage) | 4 | 5 | |

Strategic ICT Themes / Functions

Within a wide range of ICT services and functions, there are a series of key applications, with a further documentation of the prerequisite platform requirements as illustrated below:

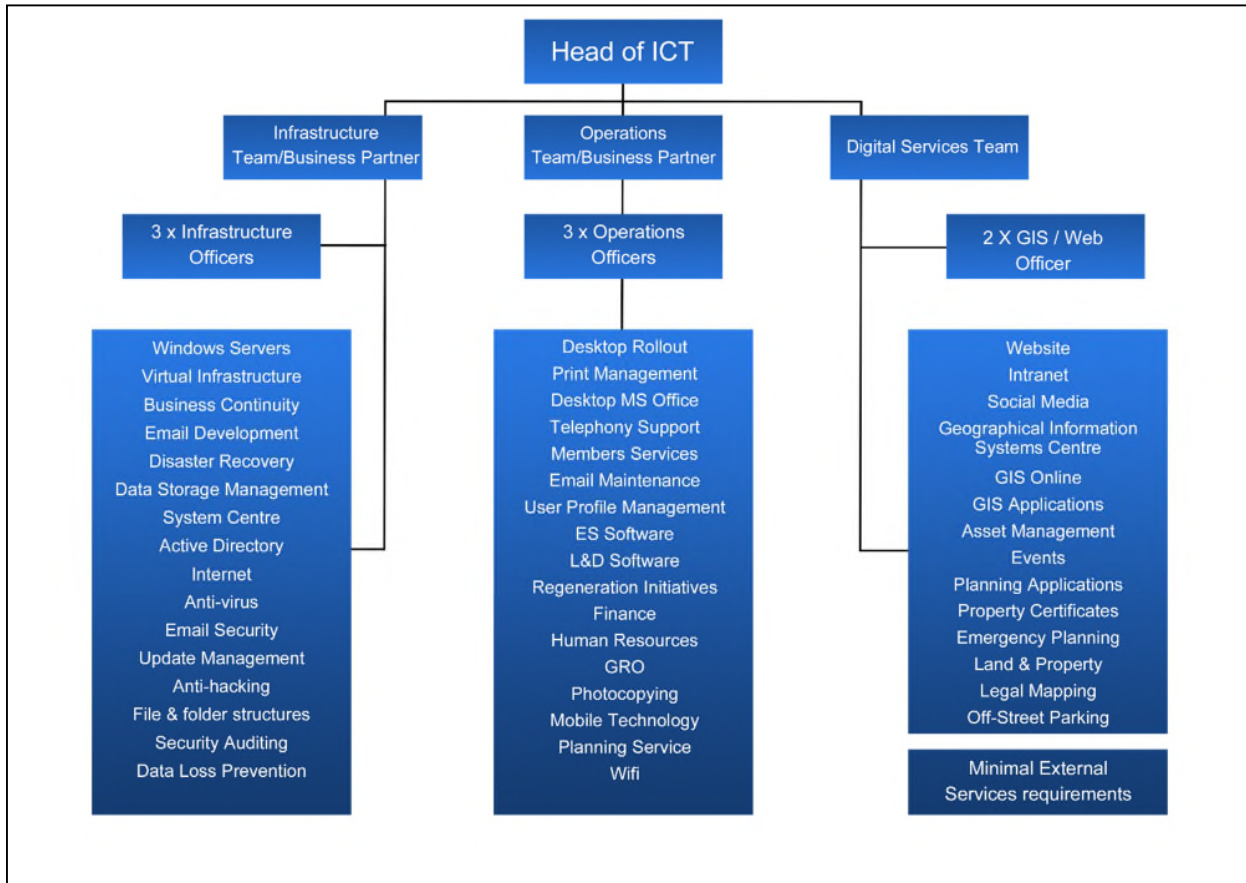


Strategic Aims of the ICT Service

Council aims to enhance service provision via a range of ICT solutions and ensure that service users have access to the information and tools that they need in a timely and appropriate manner. This will be delivered by:

- Engaging with stakeholders to identify further requirements;
- Employing rigorous governance arrangements including adherence to legislation and Council policies;
- Ensuring that there is a well-trained, professional ICT workforce;
- The application of formal project management methodologies and robust performance management;
- The provision of a robust, resilient and secure ICT technical and core systems infrastructure that supports the business requirements of the Council and which is suitably planned and resourced;
- The introduction of technologies to enable flexible working;
- Ensuring that end to end business processes are reviewed and revised to take advantage of technology and workflow, ensuring the automation of processes and information flows wherever possible;
- Identification of innovative technologies to aid the implementation of new working methods, processes and delivery of efficiency gains;
- The raising of awareness of the Council's ICT capabilities by ensuring that new technologies are researched and information disseminated within the Council;
- The integration of ICT systems and the sharing of information across the Council and with other partners and agencies, subject to suitable controls over access and Data Protection adherence;
- Ensuring that good quality data is captured once and where relevant disseminated across the Council;
- The standardisation of processes and IT systems across the council and where possible with partners;
- Facilitating secure communication between all stakeholders via electronic channels, e.g. telephone, e-mail, web and text.

ICT Organisational Structure



Year priorities:

ICT Infrastructure:

- Maintain integrity and reliability of current systems.
Ongoing upgrades to key systems in background
- Business Continuity Strategy.
Contribution to organisation wide strategy. More detailed work required, possibly working with individual departments on ICT elements of theirs.
- ICT Security strategy.
Initial draft. Requires consultation with specialists and wider business to determine way forward
- On-going wind-down of remaining legacy council systems and amalgamation into CCG.
All legacy systems and domains have been retired
- Disaster Recovery strategy.
Technological solution in place; work on detailed documentation to be completed in next several weeks
- Network design and rollout of new linkages.
Design of core network links is now complete and stable
- Flexible working strategy.
- Design of replacement core infrastructure.
Core infrastructure in Coleraine hub has been updated and is stable. Servers and switches in Ballymoney due for review in 2023
- Digitalization Strategy – how to use ICT to improve communication, collaboration and services;

ICT Operation:

- Facilitate return to Civic Accommodation and continuation of hybrid working for a percentage of employees;
- GDPR implementation with relevant partners;
- Enhance mobile device security;
- Enhance Wifi security;
- Enhance network links;
- Enhance support with service desk;
- Flexible/agile working;

- Telephony Strategy;
- Print management Strategy;
- New Finance system;
- New Planning system;
- On-going ICT maintenance and support for all staff and Members.

Digital Services:

- Cloud development of new online funding and grants application.
- Rollout of GIS software for all Service Areas.
- Performance Management Rollout.
- Development of dashboard for service areas to meet ASPI and internal KPIs.
- Increase and build on Open Data NI layers to improve transparency and software innovation.
- Assist in the development of the business case for Ballycastle to Ballymoney Greenway.
- Public facing applications – find my nearest, story maps, event mapping and dashboards.
- Develop online ‘when is my bin collected?’ functionality.
- Digitization of amenity centres.
- Digitization of the Northern Area Plan and Local Development Plan into public viewing dynamic maps.
- Harbours and marinas asset mapping.
- Estate Maintenance field collection applications.
- Signage Inventory across service areas for CCGBC.
- Continuation of 1st Registration for land and property and incorporate new dataset for land property mapping application.
- Develop a land use layer for Council assets.
- Health & Safety risk management.
- Estates GIS inspections application for play parks and car parks
- Design and development of inhouse Project Alchemy project.
- Beach Management Mapping.
- Collection of core data sets – Infrastructure (bins and signs).
- Play Park Inspection application.
- Coast and Countryside trail furniture Inventory.

SWOT Analysis

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| <p>Strengths</p> <ul style="list-style-type: none"> - Proven high resilience in service delivery - Proven cost effectiveness - ICT Staff <ul style="list-style-type: none"> o Well trained o Enthusiastic o Knowledgeable o Systems Knowledge - Focus on modernisation - Local knowledge have delivered initial key stages of transition - Relationships across the Council | <p>Weaknesses</p> <ul style="list-style-type: none"> - Budgetary restraints - ICT security awareness - Five organisations into one <ul style="list-style-type: none"> o Network o Culture o Legacy issues o Security - Geographical spread - User ICT literacy - ICT Staff capacity - Disaster recovery / business continuity |
| <p>Opportunities</p> <ul style="list-style-type: none"> - Improved public services - Modernisation - Business improvement - Future proofing - Stability - External shared services - Increase income - Regulation - Efficiency - Flexibility - Reduce vulnerability - Shared services | <p>Threats</p> <ul style="list-style-type: none"> - Security risks of home working - Under-investment in service - User capacity – staff training - Downtime - Loss of business continuity - Reputation to Council - Data loss - Fraud / Litigation - Shared services |

ODHR Business Plan – Q2 Review (01 April 2022 – 30 September 2022)

| | | | | | |
|---|------------------|------------------------------|---------------------------------|---|---|
| Strategic Objective | | | | | |
| 1. Resource and Workforce Planning: <i>'To have an agreed framework for a fully resourced workforce to deliver organisational objectives.'</i> | | | | | |
| Link to Corporate Aims and Objectives <ul style="list-style-type: none"> Improvement and Innovation | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget* £ | Person(s) responsible | Timescale | Performance Indicators and Targets where appropriate | Update |
| Work stream: Corporate Terms & Conditions <ul style="list-style-type: none"> Work with Senior Leadership Team to develop and present range of options for corporate terms and conditions including investment appraisal for each option | 0 | Head of OD HR | December 2022 March 2023 | <ul style="list-style-type: none"> Present 'as is' position to SLT Present options paper to SLT Progress negotiations with Trade Unions in relation to the Corporate Terms and Conditions. Agree Terms and Conditions Implement Terms and Conditions changes | <ul style="list-style-type: none"> The population of structures for Environmental Services and Sport and Well Being are the current priorities |

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| <p>Work stream: Sport & Well Being Project</p> <ul style="list-style-type: none"> • Implementation of the Sport and Well Being Terms and Conditions following the approval of organisation structure • Manage delivery of the HR elements of the IHT (In-house Team) S&W Structure including the HR elements of the Leisure Service Specification (LSS) and the related HR Service Level Agreement (SLA); | 0 | <p>Head of OD HR</p> <p>HR Business Partner</p> | <p>September 2022 November 2022</p> <p>March 2023</p> | <p>Subject to the structure being approved by Leisure and Development Committee and Full Council;</p> <ul style="list-style-type: none"> • Complete assimilations/matching • Populate remainder of SWB Structure/vacant posts • Review SLA arrangements | <ul style="list-style-type: none"> • Sport and Well Being Organisation Structure approved by Council in June 2022 • Assimilation work commenced • Assimilated 3 x Duty Officers • Scoping exercise complete for staff on temp additional hours / temp contracts • JD's agreed and evaluations completed for Caretaker, Fitness Instructor, and Centre Attendant. • Preparatory work underway with respect to the assimilations of the 3 agreed roles |
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| <p>Work stream: Population of Structures</p> <ul style="list-style-type: none"> Populate Organisation Structures in Operations, Estates and Sport and Well Being | 0 | Head of OD HR Business Partners | August 2022 September 2022 October 2022 – March 2023 | <ul style="list-style-type: none"> Job descriptions and personnel specifications agreed and evaluated Complete Matching / Assimilation process Recruitment for 60% of vacant posts | <ul style="list-style-type: none"> Assimilations completed for 151 employees across Estates and Operations - Complete Assimilations complete for 4 Environmental Wardens, Env Services – Recruitment commenced for remaining vacant Env Wardens Assimilations complete for 3 x Duty Officers, Sport and Well Being Recruitment has commenced for Estates and Operations |
| Strategic Objective | | | | | |
| <p>2. Learning and Talent Development <i>“To build capabilities and capacity of employees to improve performance and organisational success both now and in the future.”</i></p> | | | | | Update |
| Link to Corporate Aims and Objectives <ul style="list-style-type: none"> Improvement and Innovation | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £130,000 | Person(s) responsible | Timescale | Performance Indicators | |
| Work stream: Performance Management | 0 | Head of ODHR | March 2023 | <ul style="list-style-type: none"> All Managers (tier 1 - 5) to complete the PCDR Process for all direct reports | |

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| <ul style="list-style-type: none"> Personal Contribution and Review process to be completed for all tiers within the organisation | | HR Business Partner Organisation Development | March 2023 | <ul style="list-style-type: none"> Review of process for Tier 6 and 7 | <ul style="list-style-type: none"> Drafting SLT Report for current position to determine forward process |
| <p>Work stream: Front Line Development Programme</p> <ul style="list-style-type: none"> Pilot a front-line development programme Pilot a Driver Development Programme | 0 | Head of ODHR HR Business Partner Org Development | October 2022 September 2022 October 2022 | <ul style="list-style-type: none"> Pilot programme of up to 12 participants - 80% completion rate 4 LGV Drivers – 100% completion rate 2 C1 + E - 100% completion rate | <ul style="list-style-type: none"> ILM Pilot complete Driver training programme in progress with approx. 50% complete; LGV Driver only as no applications for C1+E |
| <p>Work stream: Mental Health and Well Being</p> <ul style="list-style-type: none"> Facilitate actions from the Local Government Mental Well Being Strategy and implement recommended HR Actions. | 0 | HR Business Partner Org Development | March 2023 | <ul style="list-style-type: none"> Work with relevant regional groups to deliver joint actions cross Local Government | <p>HWB WG Actions</p> <ul style="list-style-type: none"> Flu jab Programme underway for employees Health Fairs for 5 Council Depots planned for November Golf Outing for Staff completed Regional HWB Working Group not currently meeting |
| <p>Work stream: E-Learning</p> <ul style="list-style-type: none"> Continue to develop and embed the E-Learning platform for Council. | 0 | HR Business Partner Org Development | 50% by October 2022 100% by March 2023 | <ul style="list-style-type: none"> Deliver 6 online courses 70% compliance | <ul style="list-style-type: none"> 2 modules added June 2 modules requested by |

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| | | | | | | <ul style="list-style-type: none"> Audit added September 2 modules scheduled to be added October Compliance reports in progress for line managers |
| Work stream: Corporate Induction <ul style="list-style-type: none"> Review, update and implement an amended Corporate Induction programme which enables effective delivery in a hybrid working environment | 0 | HR Business Partner Org Development | July 2022 | <ul style="list-style-type: none"> All new start employees to have completed Corporate Induction sessions within the first 12 weeks of employment 100% compliance | | <ul style="list-style-type: none"> Pilot Programme scheduled for September post staff returning to work after Covid 1st Pilot held October |
| Work stream: L&D Strategy <ul style="list-style-type: none"> Review of L&D Strategy to include proposals on L&D performance tracking and KPI's, department/role specific training plans and an L&D training directory | 0 | HR Business Partner Org Development | October 2022 December 2022 | <ul style="list-style-type: none"> Review completed Draft proposals complete for consideration | | <ul style="list-style-type: none"> In progress |
| Strategic Objective | | | | | | |
| 3. HR Governance. <i>'Implement and develop policies and procedures to ensure a consistent approach across the organisation.'</i> | | | | | | |
| Link to Corporate Aims and Objectives: <ul style="list-style-type: none"> Improvement and Innovation | | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £ | Person(s) responsible | Timescale | Performance Indicators and targets | | |

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| <p>Work stream: Policies and procedures</p> <ul style="list-style-type: none"> • Develop policies, in consultation with relevant parties for: <ul style="list-style-type: none"> ○ Redundancy Policy ○ Redeployment Policy ○ Grievance Policy ○ Alcohol and Drugs Policy ○ Social Media Policy ○ Toil Policy | 0 | Head of OD HR HR Business Partners | 100% in draft by October 2022 50% agreed by TU's by March 2023 | <ul style="list-style-type: none"> • 100% in draft format • 50% agreed with Unions and Council | <ul style="list-style-type: none"> • Family Rights at Work agreed at CPR and Full Council - Implementation July 2022 • Final Draft of Redundancy Policy with SLT • Redeployment Policy agreed at CPR and Full Council – Implementation October 2022 • Conflict of Interest Policy agreed at CPR and Full Council – Implementation and training scheduled Nov/Dec 2022 • Annual Leave Policy in draft • Alcohol & Drug Policy in draft • TOIL Policy in draft • Assisting Director of ES with 3 x CCTV Policies – With TU's for consultation |
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| <p>Work stream: HR Equality Monitoring</p> <ul style="list-style-type: none"> • Complete annual monitoring return • Complete Local Government Auditors Absenteeism Report | 0 | HR Business Partner Systems & HR Officer Governance | May 2022 June 2022 | <ul style="list-style-type: none"> • Complete and submit annual return • Complete and submit Local Government Auditors Absenteeism Report | <ul style="list-style-type: none"> • Monitoring Return completed May 2022 • Auditors Absenteeism report completed June 2022 |
| <p>Work stream: Procurement</p> <ol style="list-style-type: none"> 1. Health Plan 2. Occupational Health Service <ul style="list-style-type: none"> • Prepare tender documentation in consultation with Procurement support • Complete procurement and assessment • Award Contract | 0 | Head of OD HR | March 2023 April 2024 | <ul style="list-style-type: none"> • Procurement completed by March 2023 • Contract start date 1 April 2024 | <ul style="list-style-type: none"> • Due to current workload, the procurement projects have not commenced |

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| Strategic Objective | | | | | |
| <p>4. Operational Efficiency <i>'To implement and upgrade HR systems to improve operational efficiency.'</i></p> | | | | | |
| <p>Link to Corporate Aims and Objectives:</p> <ul style="list-style-type: none"> • Improvement and Innovation | | | | | |
| Work Streams / Operational Actions / Outcomes | Budget £ | Person(s) Responsible | Timescale | Performance Indicators | |
| Work stream: HR Systems Upgrade | 0 | HR Business Partner Systems & | September 2022 | <ul style="list-style-type: none"> • 100% of employees on electronic time recording system. | <ul style="list-style-type: none"> • 93% of employees on system – May 2022 |

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| <ul style="list-style-type: none"> Complete installation and implementation of time recording system in leisure and outlying facilities including delivery of training. | | HR Assistant Systems | | | <ul style="list-style-type: none"> 7% employees not on system identified. 4% expected to be included by December 2022. Looking at solution to get final 3% on system Report being prepared SLT for approval. |
| <p>Work stream: Next of Kin</p> <ul style="list-style-type: none"> Set up next of kin details on electronic time recording system. | 0 | HR Business Partner Systems & HR Assistant Systems | October 2022 | <ul style="list-style-type: none"> 100% of employees next of kin details on time recording system | <ul style="list-style-type: none"> DPIA & Net of Kin Form proofed by DPO EQIA to be completed |
| <p>Work stream: Annual Leave Recording</p> <ul style="list-style-type: none"> Complete implementation of electronic annual leave recording for leisure facilities and outlying facilities. | 0 | HR Business Partner Systems & HR Assistant Systems | July 2022 | <ul style="list-style-type: none"> 100% of employees utilising electronic system to record and request leave. | <ul style="list-style-type: none"> Leisure Facilities completed May 2022 |
| <p>Work stream: PAMS Upgrade</p> <ul style="list-style-type: none"> Upgrade PAMS to new version.9.6 | 0 | HR Business Partner Systems & HR Officer Governance | November 2022 | <ul style="list-style-type: none"> Upgrade completed and on latest version of software | <ul style="list-style-type: none"> Hallmark has advised not to upgrade at this point, due to system changes. |
| <p>Work stream: Management of Annual Leave / TOIL</p> <ul style="list-style-type: none"> Centralise annual leave/TOIL administration function and streamline processes. | | HR Business Partner Systems, HR Officer Governance & HR | June 2022 July 2022 December 2022 | <ul style="list-style-type: none"> Agree where to centralise Action Plan drafted indicating responsibilities Implementation of agree action plan | <ul style="list-style-type: none"> SLT agreed to centralise in ODHR Handover from Payroll to ODHR completed 1 Sept 2022 |

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| | | Assistant Systems | | | <ul style="list-style-type: none"> Implementation plan and associated in progress |
| Work stream: Agency Contract Management <ul style="list-style-type: none"> Implementation of new contract for provision of temporary labour Management of contract for provision of temporary labour | | Head of ODHR | September 2022 August 2022 May 2022 | <ul style="list-style-type: none"> Implementation of new system in conjunction with Staffline Training rolled out across the organisation Monthly contract management meetings with CCG Management and Staffline | <ul style="list-style-type: none"> Monthly meetings implemented System delayed by Staffline - to be live for CCG in phases commencing November 2022 |



**Causeway
Coast & Glens
Borough Council**

**CORPORATE SERVICES
DIRECTORATE**

***POLICY AND COMMUNITY
PLANNING***

***BUSINESS PLAN
2022/23***

(Review November 2022)

FUNCTIONS OF THE POLICY AND COMMUNITY PLANNING DEPARTMENT

1. Corporate Policy

- Development and review of the Council's Council Strategy
- Development and review of the Council Constitution
- Development of policy initiatives and provide assistance and support to the policy making processes of Council.

2. Community Planning

- Evidence gathering and analysis of data for an evidence informed Community Plan
- Facilitate capacity building and culture change re community planning
- Initiate consultation, engagement and communication initiatives with stakeholders
- Develop appropriate delivery mechanisms to achieve the outcomes identified within the Community Plan.
- Develop and establish performance monitoring and reporting mechanisms for the community plan/delivery plan.

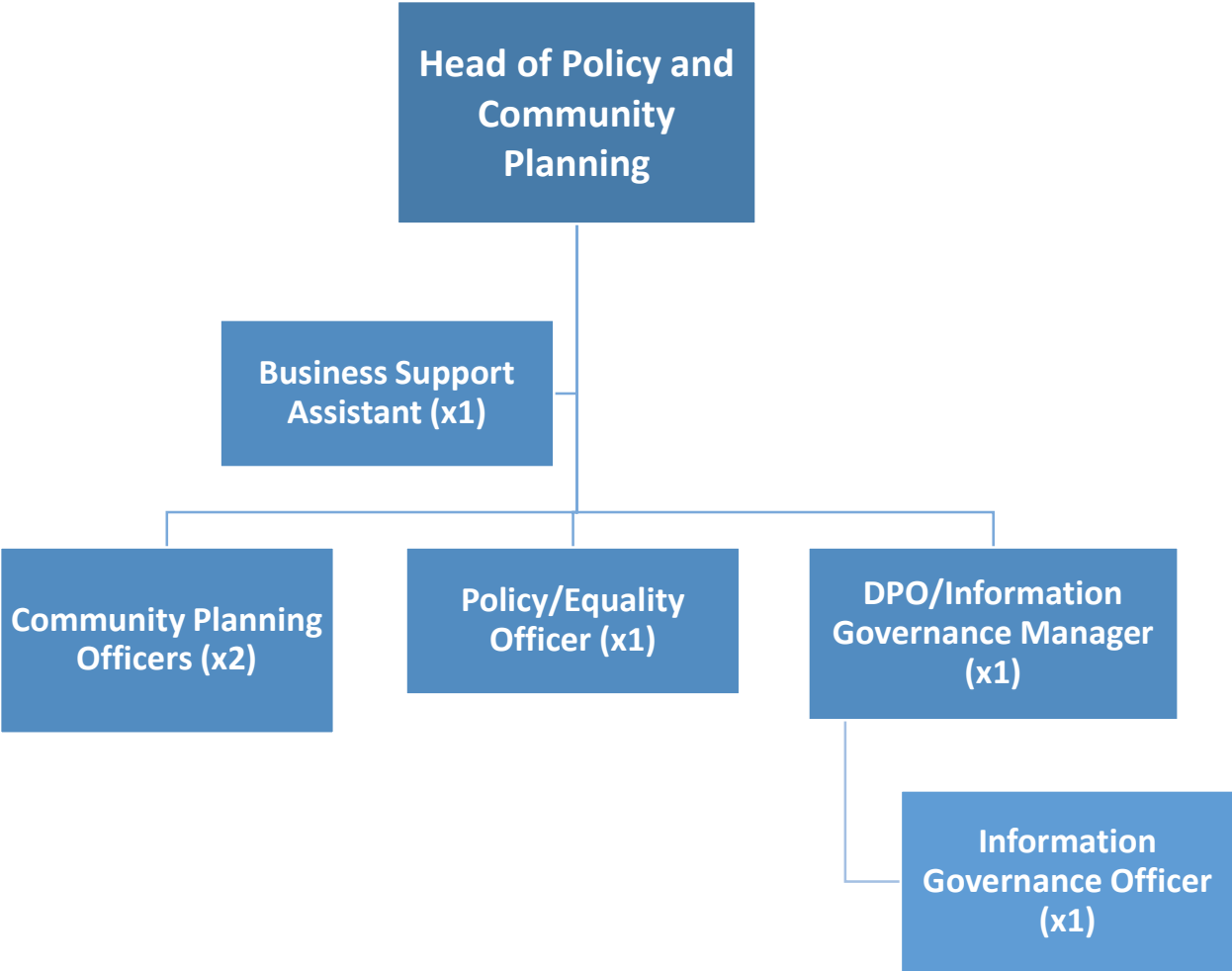
3. Information Governance

- Ensure Council complies with access to information legislation such as Freedom of Information Act, Data Protection Act and Environmental Information Regulations.
- Development of a corporate records management strategy and framework with associated policies, procedures and systems.
- Development and implementation of a Disposal and Retention Schedule for Council

4. Equality and Diversity

- Develop and implement strategies, policies and initiatives to promote equality of opportunity and appreciation of diversity within Council
- Ensure Council meets its legal obligations in relation to equality and diversity
- Ensure the Council meets its obligations in relation to the disability duties.

POLICY AND COMMUNITY PLANNING DEPARTMENT ORGANISATIONAL STRUCTURE



STRATEGIC CONTEXT

1. THE STRATEGIC OBJECTIVES OF THE SERVICE ARE TO:

- 1.1 Ensure that the Council delivers its services in accordance with its legal obligations and best practice relating to equality and diversity and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.
- 1.2 Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.
- 1.3 Support the development and implementation of the Causeway Coast and Glens Community Plan which includes evidence gathering, community engagement activities, performance management and putting in place governance and reporting mechanisms.
- 1.4 Develop and implement an information management strategy and framework for the Council which ensures Council compliance with a range of access to information legislation.
- 1.5 Develop and implement a records management strategy and framework for the Council with associated policies, procedures and systems, ensuring that it supports the priorities and statutory obligations of the Council.
- 1.6 Support the development of relevant strategies, policies, procedures and systems to support the priorities and statutory obligations of Council.

2. COUNCIL STRATEGY:

Aligned with the following Council Strategic Aims and Objectives:

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

3. LEGISLATIVE CONTEXT:

The functions of the service are shaped primarily by a range of legislative obligations such as the Local Government Act 2014, S75 of the Northern Ireland Act 1998, the Disability Discrimination Act 1995, the Freedom of Information Act 2000, the Data Protection Act 2018 and the Environmental Information Regulations 2004.

4. RESOURCE CONTEXT:

The functions of the service are facilitated by a small team of 7 people and the budget for the service for the 2022/23 financial year is £412,338. Staff salaries make up the bulk of the Department's budget.

5. INTERNAL CONTEXT:

The policy, equality and information governance functions of the service are primarily corporate in nature and require the co-operation and input of officers across the Council, for example in relation to dealing with requests for access to information, screening of policies, etc.

6. EXTERNAL CONTEXT:

The Community Planning function is externally influenced by legislation and by statutory guidance issued by the Department for Communities. It also requires input from, and external reporting to, statutory partners and the general public.

7. SWOT ANALYSIS AND PESTLE ANALYSIS:

A SWOT Analysis and a PESTLE Analysis were undertaken in relation to the Policy and Community Planning Department in order to identify issues which could potentially impact on the business planning process, with the following results:

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| STRENGTHS <ul style="list-style-type: none">• Knowledgeable and skilled team of staff able to use their initiative to take forward projects.• Established systems and process in place which underpin the functions of the service area.• Positive relationships established with a range of internal and external stakeholders. | WEAKNESSES <ul style="list-style-type: none">• A small team of staff – unforeseen or long term absence can have a detrimental impact on the work of the service area.• Lack of co-operation internally and externally can impede progress of actions. |
| OPPORTUNITIES | THREATS |

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| <ul style="list-style-type: none"> • Can access best practice ideas from other Councils. • Can provide positive PR opportunities for Council. • Can help develop a robust and effective Council Strategy. • Can help deliver positive change for people in Causeway Coast and Glens area through community planning activities. | <ul style="list-style-type: none"> • Increasing use of legal actions taken against Council which impact on the service area, eg compliance issues. • Impact on resources through the budgeting and rates setting process within Council. |
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| <p>POLITICAL</p> <ul style="list-style-type: none"> • Programme for Government currently being developed which will have implications for the Community Planning process. • Introduction of legislation re Irish and Ulster-Scots language obligations. | <p>ECONOMIC</p> <ul style="list-style-type: none"> • Impact of Covid 19 on community planning activities, particularly those impacting the local economy. • Challenges to financial resources both internal and external. • Setting of central government budgets potentially have an impact on the ability to progress community planning initiatives. |
| <p>SOCIO-CULTURAL</p> <ul style="list-style-type: none"> • Increased lobbying by special interest groups which impact particularly on the equality agenda. • An ageing population in CC&G which will impact on community planning and equality. | <p>TECHNOLOGICAL</p> <ul style="list-style-type: none"> • New technological developments which can help provide better customer accessibility to Council services, for example the introduction of SignVideo. |
| <p>LEGAL</p> <ul style="list-style-type: none"> • Data Protection issues increasingly arising. • Increasingly complex requests and complex guidance from ICO on a range of access to information issues. • Increased likelihood of legal challenge to various decisions of Council. | <p>ENVIRONMENTAL</p> <ul style="list-style-type: none"> • Greater emphasis on climate change/environmental issues and indicators will impact on community planning activities and initiatives. • Use of Rural Needs Assessments in policy development work within Council. |

8. PRE-REQUISITES AND EXTERNAL DEPENDENCIES

The following outlines the pre-requisites and external dependencies which could potentially impact or influence this Business Plan (predicated on certain things being in place):

- The Equality Forum is reconstituted and meeting quarterly.
- The S75 consultee database is reviewed and updated.
- ICT systems will support any new technology introduced, such as SignVideo.
- The Community Planning Partnership continues to work together effectively.
- The revised/updated Equality Action Plan and Disability Action Plan are both agreed and in place.
- Sufficient resources are made available to the Department to enable it to function effectively.

9. ASSUMPTIONS:

- 9.1 Sufficient resources will be available to enable the Department to function effectively.
- 9.2 Community Planning baseline data can be reviewed and updated as required.
- 9.3 A process for the management of requests for access to information is in place.
- 9.4 Processes for S75 screening and Rural Needs Assessments are in place and such screening is actively taking place within Council.

10. BUSINESS PLAN RISKS:

- 10.1 Failure to meet commitments in Council Equality Scheme leading to litigation and loss of reputation.
- 10.2 Failure to meet commitments in Disability Action Plan leading to litigation and loss of reputation
- 10.3 Failure to maintain the Council Constitution leading to failure to meet statutory obligations.
- 10.4 Compromised/loss of personal data leading to litigation, loss of reputation and possible fines.
- 10.5 Complaints made to the ICO on how the Council has dealt with requests for access to information and the subsequent risk to Council's reputation.

- 10.6 Community Planning monitoring and reporting mechanisms not adhered to or not effective, leading to possible failure of progress of the community planning process.
- 10.7 Community Planning Partnership not operating effectively, eg because of lack of co-operation among partners.
- 10.8 Data analysis underpinning community planning monitoring and reporting systems not effective.
- 10.9 S75 systems and processes not adhered to resulting in challenge to Council's policy work.
- 10.10 Rural Needs Assessments not carried out as required resulting in public challenge to Council's policy work.

11. BUSINESS PLAN OBJECTIVES:

- 11.1 Ensure that the Council addresses equality and diversity issues in accordance with its legal obligations and best practice and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.
- 11.2 Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.
- 11.3 Maintain, facilitate and participate in the development and implementation of the Causeway Coast and Glens Community Plan.
- 11.4 Develop and implement an information management strategy and framework for the Council (including an effective data protection regime and records management strategy and framework).
- 11.5 Support the priorities and statutory obligations of Council by developing and maintaining relevant strategies, policies, procedures and systems.

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| Directorate | Corporate Services |
| Service Area | Policy and Community Planning |
| Reporting Year | 2022/2023 |

Business Plan Objective 1

Ensure that the Council addresses equality and diversity issues in accordance with its legal obligations and best practice and develops/implements strategies, policies and initiatives which promote equality and diversity within the Council.

| Work Stream | Actions | Outcome(s) | Budget £ | Timescale | KPI's | Progress | RAG Status |
|-------------------------------|--|---|----------|--------------------------|--|---|------------|
| Equality and Diversity | Address a range of statutory strategic equality and diversity issues (as outlined in the Equality Action Plan). | Council services that are accessible, inclusive and responsive to the needs of people and communities in CC&G. | 0 | April 2022 to March 2023 | <ul style="list-style-type: none"> Develop and promote a 360° video of the Disability Leisure Hub (JDLC) | This has been included in the Autism Action Plan, which is going to L&D Committee this month for approval. | |
| | Develop and implement a range of communication, information and engagement activities designed to positively improve levels of interaction on equality and diversity issues (as outlined in the Equality Action Plan). | Raise awareness of equalities issues and tackle prejudices, both internally and externally. Through equality articles and communication promoting equality. | 500.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> Increase the number of easy read documents across Council by 15 on the previous year. Develop an Easy Read section on Council's website and upload the completed Easy Read documents. | Complaints policy about to go for final review by the Cedar Foundation. There is now an Easy Read Section on the Council website. | |
| | Work with Departments of Council to positively impact on levels of understanding of | Attract, recruit, retain and progress a diverse range of employees in a | 0 | April 2022 to March 2023 | <ul style="list-style-type: none"> Disability Hub (JDLC) Staff trained on how to be Autism | Staff training has been included in the Autism Action Plan. | |

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| | <p>equality and diversity issues among Council staff (as outlined in the Equality Action Plan).</p> | <p>culture which celebrates diversity and inclusion.</p> | | | <p>friendly (Neuro diverse conditions)</p> <ul style="list-style-type: none"> 12 equality articles in the staff news | <p>2 Makaton articles have appeared in the staff news. A range of other equality articles have also been included.</p> | |
| | <p>Improve participation levels among under-represented groups when consulting on and developing Council's activities and services (as outlined in the Equality Action Plan).</p> | <p>Undertake active engagement with S75 groups every quarter eg with equality forum.</p> <p>Provide a working environment where employees are treated with fairness, dignity and respect.</p> <p>Establish a staff engagement network through Diversity Champions</p> <p>Ensure all individuals on the S75 Consultation list are aware of all consultations added to the website.</p> | 0 | April 2022 to March 2023 | <ul style="list-style-type: none"> Consultation with individuals with Autism regarding the Autism Action Plan | <p>There has been a call for diversity champions but numbers responding were small. It has been suggested we call this as a consultation network which will include best practice and perhaps be a vehicle to share resources.</p> <p>To date all individuals on the S75 Consultation list have been issued with information on all Council consultations.</p> <p>A call for more consultees will be included in the next Citizens Newsletter.</p> | |
| <p>Link to Corporate Aims and Objectives:</p> <ul style="list-style-type: none"> Innovation and Transformation Resilient, Healthy and Engaged Communities | | | | | | | |

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| | Link to Community Plan |
| | <ul style="list-style-type: none"> • A Thriving Economy • A Healthy Safe Community • A Sustainable Accessible Environment |
| | Link to Performance Improvement Plan |

Business Plan Objective 2

Ensure the Council meets its obligations in relation to the promotion of positive attitudes towards disabled people and encourages participation by disabled people in public life.

| Work Stream | Actions | Outcome(s) | Budget £ | Timescale | KPI's | Progress | RAG Status |
|-------------------------------|---|---|----------|--------------------------|---|---|------------|
| Equality and Diversity | Develop and implement measures to improve access to Council services by people with a disability (as outlined in the Council's Disability Action Plan). | <p>Support the participation of people with a disability in Council events and programmes.</p> <p>Support the ability of people with a disability to access and receive information about Council services.</p> | 0 | April 2022 to March 2023 | <ul style="list-style-type: none"> • Measure the number of improvements actioned as a result of Every Customer Counts action plans. • Increase the use of Changing places toilet provision to Events by 5%. • Signvideo provision expanded into the Disability Hub (JDLC). | <p>Customer Counts Action plans have made little progress to date but plans are in hand to progress this in the near future.</p> <p>Two accessible facilities will be available from the end of this month.</p> <p>SignVideo extension to the Disability Hub is part of the Autism Action plan.</p> | |

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| | | <p>Promote and encourage the provision of additional changing places toilet facilities in the Borough.</p> <p>Encourage the expansion of the SignVideo service across Council.</p> <p>Encourage the expansion of Every Customer Counts Audits</p> | | | | | |
| | <p>Develop and implement initiatives to promote awareness of and positive attitudes to people with a disability (as outlined in the Council's Disability Action Plan).</p> | <p>Better promotion of equality for people with a disability.</p> <p>Develop an accessible communication section in the staff portal.</p> <p>Increase staff understanding of RADAR keys and their use.</p> <p>Support the Diversity Champion to raise</p> | 1,000.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> Autism Actions developed and agreed. Complete 5 performance indicators outlined in the Autism Action Plan. | <p>The Autism Action Plan is going to L&D Committee for approval this month.</p> | |

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| | | <p>awareness through specific campaigns.</p> <p>Provision of articles on various disabilities.</p> <p>Staff trained on equality and diversity issues.</p> | | | | | |
| | Develop and implement a range of initiatives to promote engagement and participation by people with a disability (as outlined in the Council's Disability Action Plan). | <p>Higher levels of participation by people with a disability in public life.</p> <p>Staff trained to be disability friendly.</p> | 500.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> • Arrange Makaton training for front line staff | This is included in the Autism Action Plan | |
| | Develop and implement a range of initiatives to mainstream issues relating to disability within Council (as outlined in the Disability Action Plan). | <p>Better promotion of equality for people with a disability.</p> <p>Improved support for people with a disability in relation to employability.</p> <p>Capacity of the organization to understand the needs of people with a disability.</p> | 0 | April 2022 to March 2023 | <ul style="list-style-type: none"> • Promote the use of Easy Read across Council. | <p>Causeway Neurodiversity Group, the Northern Autism Forum and the Cedar Foundation are on-board as final Easy Read reviewers.</p> <p>Awareness via Staff News articles and promoted in the Diversity Champions update.</p> | |

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| | | <p>Promotion of positive attitudes towards people with a disability.</p> <p>Staff awareness of how to declare a disability and what reasonable adjustments are.</p> <p>Promote the use of positive images of people with a disability in Council campaigns.</p> | | | | <p>The Equality Forum has met on 3 occasions this year and their feedback has led to changes with regards to café pavement licensing, the website, events and consultations.</p> <p>Potential staff news article being developed by OD/HR on how to declare a disability and reasonable adjustments.</p> | |
| <p>Link to Corporate Aims and Objectives:</p> <ul style="list-style-type: none"> • Innovation and Transformation • Resilient, Healthy and Engaged Communities | | | | | | | |
| <p>Link to Community Plan</p> <ul style="list-style-type: none"> • A Thriving Economy • A Healthy Safe Community • A Sustainable Accessible Environment | | | | | | | |
| <p>Link to Performance Improvement Plan</p> | | | | | | | |

Business Plan Objective 3

Support the development and implementation of the Causeway Coast and Glens Community Plan which includes evidence gathering, community engagement activities, performance management and putting in place governance and reporting mechanisms.

| Work Stream | Actions | Outcome(s) | Budget £ | Timescale | KPI's | Progress | RAG Status |
|---------------------------|---|--|-------------|------------------------------|--|---|---------------|
| Community Planning | Management and facilitation of the Causeway Coast and Glens Community Planning Strategic Partnership. | Effective implementation of the Causeway Coast and Glens Community Plan. | 2,000.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> No of Partnership Meetings No of Action Steering Group Meetings Attendance Improvement (Increase by 10%) | Meetings of the Partnership and Action Steering Group taking place as scheduled on a quarterly basis. Meetings currently facilitated on a hybrid basis. | Green |
| | Provision of training and development opportunities for Community Planning Action Leads and Community Planning partners for progression of performance monitoring and reporting in relation to Community Planning Delivery Plan Actions for CC&G. | | 2,500.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> Participation Improvement (Increase by 10%) Community Planning Partners / Thematic and Action Leads participate in OBA Performance Monitoring | No training opportunities have been provided so far this year. | Orange |
| | Review of CC&G Community Plan & Delivery Plan | | 1,000.00 | April 2022 to September 2022 | <ul style="list-style-type: none"> Revised Community Plan approved by Partnership. Engagement with Local Community | Review of Community Plan and Delivery Plan complete and approved in principle by the Partnership on 2.11.22 | Green |

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| | | | | | (Information Process) <ul style="list-style-type: none"> Evidence of Review submitted to DfC | | |
| | Review of Headline Data for Causeway Coast and Glens in consultation with NISRA | | 2,000.00 | December 2022 | <ul style="list-style-type: none"> Revised Data Set for Causeway Coast and Glens area Evidence of new data and changing trends | Updated in parallel with NISRA Census Data sets released in 2022. | |
| | Collaborative training, awareness raising sessions and events across the themes of the CC&G Community Plan. Promotion of inter-professional interactions across the themes of community, health, the environment, tourism and the economy. | | 2,500.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> Participation Improvement (Increase by 10%) Number of Community Planning collaborative events / training taking place locally Inter-professional participation at Community Planning events/training | Training/ events planned for 2022-23 have not yet been put in place. | |
| | Participative and innovative community engagement and consultative activities in support of Community Planning in CC&G | | 1,000.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> Participation Improvement (Increase by 10%) Number / range of engagement / | As part of the review of the Community Plan and Delivery Plan a range of public consultation exercises took | |

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| | | | | | partnership-based activities undertaken | place which included a survey and engagement events in local libraries across the Borough. | |
| | To further develop engagement opportunities with young people of CC&G through a 'Youth Voice' initiative. | | 2,000.00 | April 2022 to March 2023 | <ul style="list-style-type: none"> Evaluation of effectiveness of engagement activities. Number / range of engagement activities undertaken Evaluation of effectiveness of engagement activities. | Youth Voice for CC&G established in partnership with EA Youth Services. | |
| Link to Corporate Aims and Objectives: <ul style="list-style-type: none"> Improvement and Innovation Healthy, Active and Engaged Communities Local Economy Climate Change and Our Environment | | | | | | | |
| Link to Community Plan <ul style="list-style-type: none"> A Thriving Economy A Healthy Safe Community A Sustainable Accessible Environment | | | | | | | |
| Link to Performance Improvement Plan | | | | | | | |

Business Plan Objective 4

Develop and implement an information management strategy and framework for the Council (including an effective data protection regime and records management strategy and framework).

| Work Stream | Actions | Outcome(s) | Budget £ | Timescale | KPI's | Progress | RAG Status |
|------------------------|--|--|----------|--------------------------|---|---|------------|
| Information Governance | Continue to develop and update guidance papers on data protection legislation utilising ICO guidance and case law and review existing policies and procedures as required. | Compliance with a range of access to information legislation. A records management strategy which supports the priorities and statutory obligations of Council. | 0 | April 2022 to March 2023 | Number of logged requests responded to within 20 working days increased from 85% to 90% | On-going progress in developing and updating guidance papers. | Green |
| | Update Council information governance policies taking into account ICO issued guidance and relevant case law. | | 0 | | | On-going progress in updating information governance policies | Green |
| | Continued involvement in the operation of the Information Security and Management Group. | | 0 | | | ISMG still to be reconvened. | Orange |
| | Maintain effective day to day management of information to access requests. | | 0 | | | Continuous on-going work on the administration and processing of requests for access to information | Green |
| | Inform staff of information governance and records management issues and key | | 0 | | | Scheme of Team meetings put in place to update staff. | Green |

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| | points of relevant policies and procedures. | | | | | | |
| | Identify training requirements for Council staff in relation to information governance and records management policies and procedures. | | Training budget held by OD/HR | | | Training requirements for staff kept under review and a programme of training in relation to records management to be put in place. | |
| Work Stream | Link to Corporate Aims and Objectives: | | | | | | |
| | <ul style="list-style-type: none"> • Improvement and Innovation | | | | | | |
| | Link to Community Plan | | | | | | |
| | <ul style="list-style-type: none"> • A Thriving Economy • A Healthy Safe Community • A Sustainable Accessible Environment | | | | | | |
| | Link to Performance Improvement Plan | | | | | | |

Business Plan Objective 5

Support the priorities and statutory obligations of Council by developing and maintaining relevant strategies, policies, procedures and systems.

| Work Stream | Actions | Outcome(s) | Budget £ | Timescale | KPI's | Progress | RAG Status |
|---------------------------|---|--|----------|--------------------------|-------|--|------------|
| Policy Development | Facilitate a regular review of the Council Corporate Strategy. | Have a strategic direction in place for Council. | 0 | June 2022 | | Review of Corporate Strategy still to take place. | |
| | Review and amend Council Constitution on a quarterly basis (or as required). | Council achieves relevant statutory obligations. | 0 | April 2022 to March 2023 | | Council Constitution reviewed on a quarterly basis and amended as required | |
| | Review the log of Council policies and develop a resource on the Staff Portal to provide easy access to these policies. | A policy resource is available to staff. | 0 | April 2022 to Sept 2023 | | Policy Log reviewed and amended as required. Work still to take place on review of Staff Portal. | |
| | <p>Link to Corporate Aims and Objectives:</p> <ul style="list-style-type: none"> • Cohesive Leadership • Improvement and Innovation | | | | | | |
| | <p>Link to Community Plan</p> <ul style="list-style-type: none"> • A Thriving Economy • A Healthy Safe Community • A Sustainable Accessible Environment | | | | | | |
| | <p>Link to Performance Improvement Plan</p> | | | | | | |