



<b>Title of Report:</b>	<b>People Plan (Interim)</b>
<b>Committee Report Submitted To:</b>	<b>Corporate Policy and Resources Committee</b>
<b>Date of Meeting:</b>	<b>Tuesday 26 November 2024</b>
<b>For Decision or For Information</b>	<b>For information</b>
<b>To be discussed In Committee</b>	<b>No</b>

<b>Linkage to Council Strategy (2021-25)</b>	
Strategic Theme	Innovation and Transformation
Outcome	Improve Service Delivery
Lead Officer	Director of Corporate Services

<b>Estimated Timescale for Completion</b>	
Date to be Completed	September 2025

<b>Budgetary Considerations</b>	
Cost of Proposal	Already included in 2023-24 budget Any further additional costs will be included in 2025-26 budgets
Included in Current Year Estimates	<b>YES/ Departmental Budgets</b>
Capital/Revenue	N/A
Code	N/A
Staffing Costs	Additional workload absorbed by ODHR staff complement

<b>Legal Considerations</b>	
Input of Legal Services Required	<b>No</b>
Legal Opinion Obtained	<b>No</b>

<b>Screening Requirements</b>	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	N/A
	EQIA Required and Completed:	Yes/No	N/A
	Screening Completed	Yes/No	N/A

Rural Needs Assessment (RNA)			
	RNA Required and Completed:	Yes/No	N/A
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	N/A
	DPIA Required and Completed:	Yes/No	N/A

## **1.0 Purpose of Report**

- 1.1 The purpose of this report is to provided Members with the People Plan (interim) for information.
- 1.2 The plan is an interim plan to align to the final year of the Councils Corporate Plan, 2023-24.

## **2.0 Background**

- 2.1 The People Plan is in alignment with the wider Council strategic plans and priorities to ensure that our people, organisational and learning development practices not only enhance the working environment for our staff, but further support the achievement of the strategic aims to enhance the Borough for our residents.
- 2.2 This plan sets out how we will deliver our priorities by engaging with colleagues to shape our services, providing staff with the right skills, attracting and developing talent, getting our culture right and safeguarding our health, safety and wellbeing.
- 2.3 ODHR in conjunction with the Senior Management Team will be developing a longer-term strategic plan for the organisation culminating in a People Strategy for 2025-30 which will be aligned to the new Corporate Plan and the strategic objectives of the organisation from 2025 onwards.

## **3.0 Recommendation**

It is recommended that Committee notes the report and the People Plan for information.

# Causeway Coast and Glens Borough Council People Plan (Interim) 2024-25



# Foreword from Clerk and Chief Executive

## Foreword

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Causeway Coast and Glens Borough Council is recognised for its outstanding coastline and landscape, and best known for the Giant's Causeway World Heritage site. 144,000 residents depend on the Council for a range of essential services, while each year an influx for visitors come to experience our outdoor recreation and high-quality hospitality.

## Our values and behaviours

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The **vision** for Causeway Coast and Glens Borough Council is to maximise the benefits of our unique location and landscape by providing accessible, efficient and sustainable services fulfilling local and visitor expectations.

## Strategic aims of our People Plan 2024-25

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The Councils Corporate Strategy closely links to and works alongside the Community Plan, the Local Development Plan and the Performance Management Plan, identifying **5 key strategic priorities** as follows:

- Cohesive Leadership
- Local Economy
- Improvement and Innovation
- Healthy and Engaged Communities
- Climate Change and our Environment

## Core elements of our People Plan 2024-2025

The People Plan is in alignment with the wider Council strategic plans and priorities to ensure that our people, organisational and learning development practices not only enhance the working environment for our staff, but further support the achievement of the strategic aims to enhance the Borough for our residents. This plan sets out how we will deliver our priorities by engaging with colleagues to shape our services, providing staff with the right skills, attracting and developing talent, getting our culture right and safeguarding our health, safety and wellbeing.

We want Causeway Coast and Glens to be a place where all staff can play their part to make positive change happen. I look forward to working with you to make this vision a reality.

**David Jackson**  
Clerk and Chief Executive

# Our values and behaviours

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Strategic aims of our  
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Core elements of our  
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## Fairness

- Creating a culture where everyone is treated fairly and with respect.
- Making decisions based on evidence, need and equality.

## Excellence

- Achieving the highest standards in our service delivery.
- Holding ourselves and others to account.

## Sustainability

- Ensuring our unique natural environment and other assets are enhanced and protected.
- Utilising partnerships to improve the quality of life for our residents.

## Empowerment

- Supporting our people to reach their full potential in their role with Council.
- Supporting and facilitating communities to provide services and activities in their local areas.

## Improvement

- Using our resources as efficiently as possible to deliver value for money for our ratepayers.
- Create a culture of continuous improvement.

# Our values and behaviours



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## Fairness

- We build trust and demonstrate integrity, doing what we say we will do.
- We are respectful, considerate and polite to others regardless of their grade, position or background
- We model the correct behaviour and lead by example
- We have the courage to challenge others and speak up if we, or our colleagues, are not treated with respect
- We tackle situations objectively, head-on before they escalate, surfacing tensions. We don't shy away from difficult conversations

## Excellence

- We provide a high-quality impartial service to members and other stakeholders, regardless of political considerations, acting in the public interest at all times
- We set out and support a climate of high expectations, continuous improvement and innovation
- We take personal responsibility for delivering agreed actions and maintaining a high standard of work
- We challenge ourselves and our colleagues to make a positive difference through the work that we do, and ensure accountability
- We seek out opportunities to develop our knowledge and skills
- We ensure individuals understand their responsibilities and have the right tools to carry out their role

## Sustainability

- We are conscious and recognise the impact of our actions on the wider environment
- We modify organisational strategy to adapt to unforeseen sector and wider environment change
- We create a culture that recognises and embraces change as an opportunity improvement in environmental change
- We support and encourage employees to build collaborative and productive partnerships which will shape and drive efficiencies and innovation and sustainable transformational change

## Empowerment

- We recognise the capabilities and talents of our employees
- We support our team to show initiative and take appropriate decisions at the correct level
- We take personal responsibility for our own performance
- We share our knowledge and experience, and encourage others
- We provide opportunities for our people to undertake development opportunities and improve their performance

## Improvement

- We continuously learn and are reflective and are open and honest about our own contribution, seeking opportunities to develop our skills
- We set an inspiring vision, communicating the purpose and direction of the Council with clarity and enthusiasm
- We celebrate successes and openly discuss mistakes and what can be learnt from them
- We demonstrate receptiveness to being challenged and respond openly and nondefensively.
- We give clear and honest feedback to help teams succeed, addressing any performance concerns fairly and promptly

# Strategic aims of our People Plan 2024-2025

Foreword

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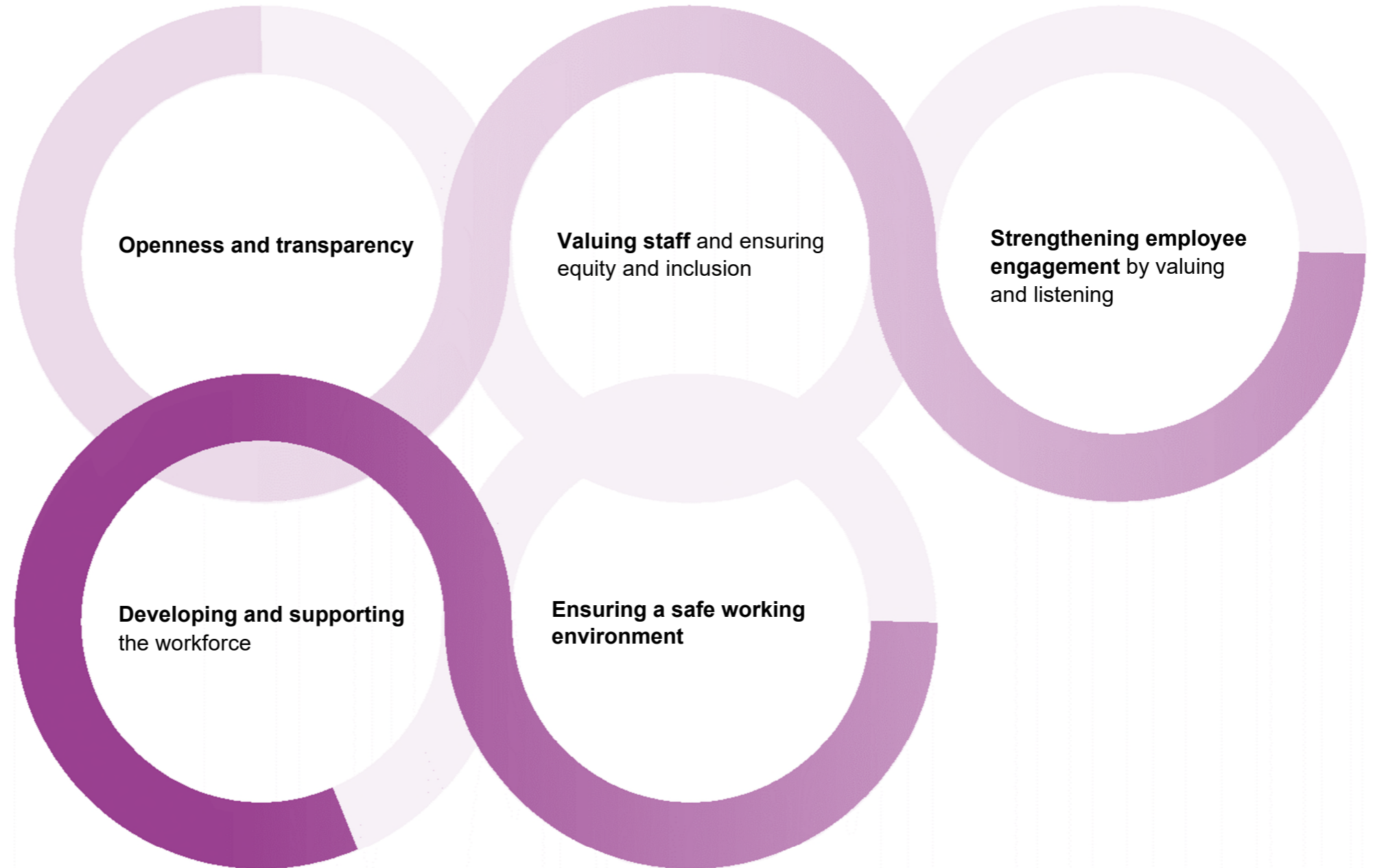
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Strategic aims of our People  
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# Strategic aims of our People Plan 2024-2025

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## **Openness and transparency**

The Council should:

- Acknowledge the depth of feeling, challenge and concerns staff have raised, committing to proactively listening and acting on the issues raised and actively encouraging openness and transparency so that staff are able to do the right thing.

## **Valuing staff and ensuring equity and inclusion**

The Council should:

- Recognise the value and openness of staff in the recent 'Health Check'.
- Highlight areas of best cultural practice offered by staff.
- Support an approach to staff engagement that is open, transparent and based on staff being able to do the right thing.

## **Strengthening employee engagement by valuing and listening**

The Council should consider a comprehensive and consistent approach to:

- Creating a core set of values and behaviours that promotes a sustainable working environment.
- Ensuring effective underlying policies and procedures.
- Create a regular cycle of assessment and review with dedicated Council oversight.

## **Developing and supporting the workforce**

The Council should:

- Develop and support staff at all levels through effective development reviews (appraisals).
- Foster a culture that encourages and supports all staff to fulfil their full potential.
- Commit to learning and organisation development to enable staff to effectively deliver against organisational objectives.

## **Ensuring a safe working environment**

The Council should consider a comprehensive approach to:

- Creating a core set of values and behaviours that promotes a safe working environment.
- Ensuring effective underlying policies and procedures.
- Defining, embedding and assuring a zero tolerance approach to challenging cultural issues identified by staff in this 'Health Check'.
- Engagement and participation with staff to understand what these shifts toward a safe working environment should look like.
- Create a regular cycle of assessment and review with dedicated Council oversight.
- Continuous learning, including ensuring best practice within the Council and other local government organisations and sectors is regularly considered.



# Core elements of our People Plan 2024-2025

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## **Belonging and sense of community**

The level of pride staff have working at the Council, and how connected staff feel.

## **Respect and feeling valued**

How included staff feel in their environment at work and how this changes between team level, directorate level and the wider Council.

## **Wellbeing**

Whether the Council operates a safe culture for staff by considering their wellbeing.

## **Getting voices heard, raising concerns and receiving feedback**

The openness and acceptance of staff feedback and active encouragement of staff to raise issues or provide feedback.

## **Fairness and equality of opportunity**

Principle of unbiased treatment where individual needs and circumstances are considered to promote equity.

# Core elements of our People Plan 2024-2025

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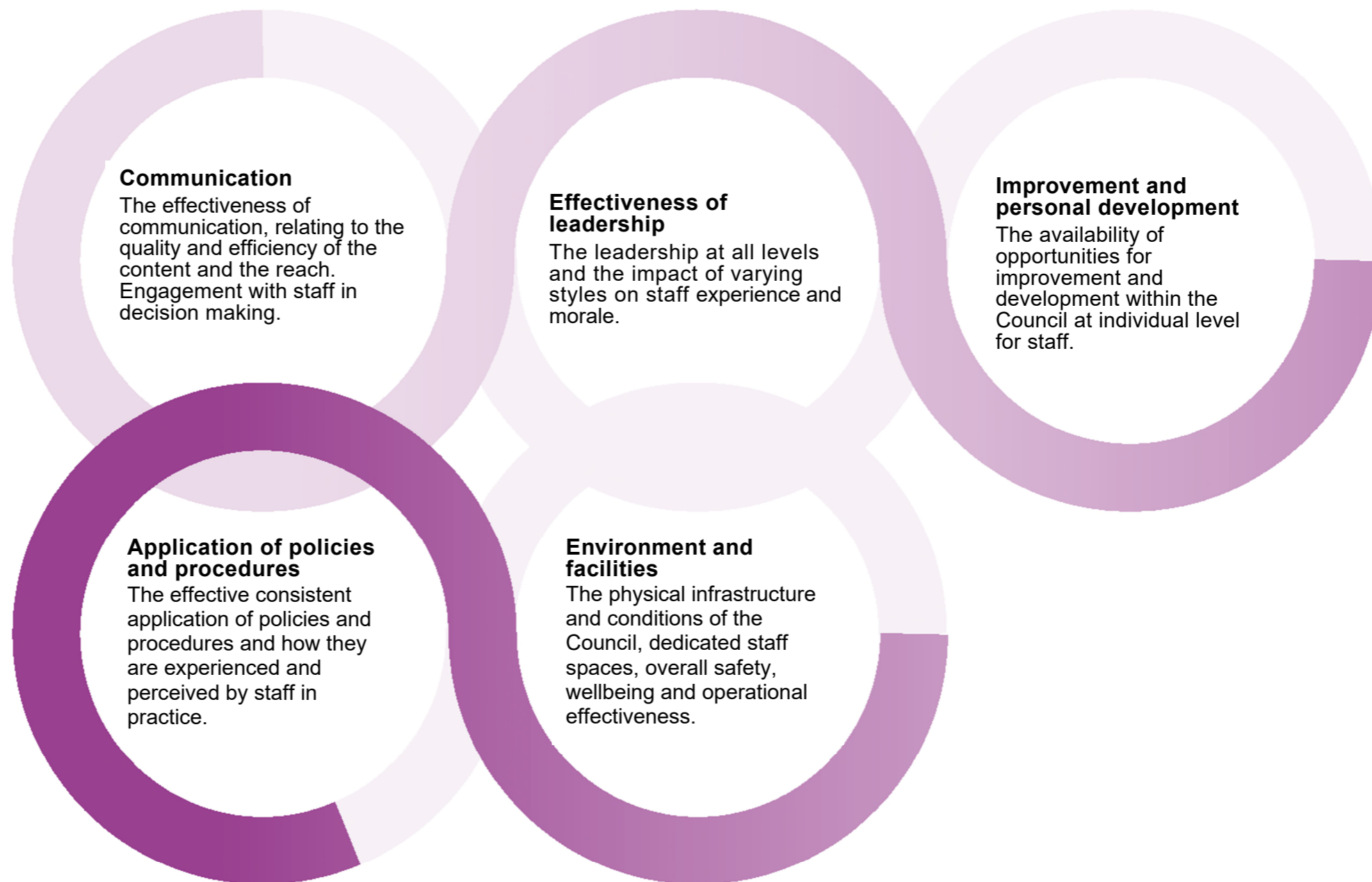
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## Belonging and a sense of community

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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Belonging and sense of community</b> The level of pride staff have working at the Council, and how connected staff feel</p>	<ul style="list-style-type: none"> <li>Develop an overarching framework that describes the core set of standards, values and behaviours that all staff should adhere to.</li> <li>Standards should define the Council creating a common sense of belonging.</li> <li>Develop an organisation development programme in partnership with staff and trade unions that places cultural understanding and awareness, learning and development, at its core. This programme should be underpinned by an effective communication strategy.</li> </ul>	<ul style="list-style-type: none"> <li>People Plan (incorporating behaviours)</li> <li>ODHR Communication Strategy</li> <li>Learning &amp; Development Plan – include line manager training programme</li> <li>ODHR Communications aligned to Council values</li> </ul>	<ul style="list-style-type: none"> <li>People Plan agreed and implemented</li> <li>Health Check Survey results</li> <li>Values being more visible within the organisation</li> <li>Corporate Learning and Development Plan in place for 2025-26</li> <li>Communications aligned to the Council values</li> </ul>



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Core element	Strategic Objectives	Key actions	Measures of success
<p><b>Respect and feeling valued</b> How included staff feel in their environment at work and how this changes between team level, directorate level and the wider Council.</p>	<ul style="list-style-type: none"> <li>Review and refresh the Council values through engagement with Elected Members, staff and trade unions to ensure they resonate with what matters to them. Particular focus should be given as to how to translate the five cultural shifts into action and values.</li> <li>The Council should consider whether its operating framework enables the promotion of a respectful workplace. Due reference should be given to recognition of service and the promotion of a respectful and appropriate tone in day-to-day management. This should be underpinned by a renewed approach to accountability.</li> </ul>	<ul style="list-style-type: none"> <li>Incorporating values into: <ul style="list-style-type: none"> <li>People Plan</li> <li>Induction</li> <li>Policies</li> <li>ODHR Comms</li> </ul> </li> <li>Consider refresh of values, involving staff in development</li> <li>Leadership/senior management/line manager development programmes</li> <li>Employee Performance Improvement Policy</li> </ul>	<ul style="list-style-type: none"> <li>Values being more visible across the organisation</li> <li>Values to be reviewed as part of the consultation on the new Corporate Strategy</li> <li>SMT Leadership Programme completed</li> <li>Consideration to be given to a Leadership Programme for Tier 3 / 4 / 5</li> <li>Employee Performance Policy agreed in consultation with unions</li> <li>Reduction in employee grievances / complaints</li> </ul>



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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Wellbeing</b> Whether the Council operates a safe culture for staff by considering their wellbeing</p>	<ul style="list-style-type: none"> <li>Define and communicate the actions expected by all staff to create a zero-tolerance approach to inappropriate behaviour. Review the policies and procedures which support a zero-tolerance approach to inappropriate behaviour.</li> <li>Ensure sufficient advice and resources are available to staff and managers to support effectiveness of raising and dealing with concerns and supporting staff in speaking up.</li> <li>The Council should recognise that for many staff, mental health and wellbeing has become challenged. The Council should seek an understanding of what is impacting staff wellbeing and develop a plan that embeds staff wellbeing into everything the Council delivers (including the provision of appropriate resources).</li> <li>Develop a Council wide leadership development programme.</li> </ul>	<ul style="list-style-type: none"> <li>Policy awareness plan – monthly</li> <li>Introduction of new policies; Employee Performance Improvement Policy</li> <li>Leadership/senior management/line manager development programmes</li> <li>Raising Concerns training</li> <li>Connect Contribute Grow (CCG) Review process (appraisal)</li> <li>Stress Toolkit inc. Stress Risk Assessment</li> <li>Mental Health First Aid training</li> <li>Mental Health Champion training</li> <li>ODHR rep on Corporate Health &amp; Wellbeing group</li> <li>Review and amend SMT programme for: <ul style="list-style-type: none"> <li>HoS</li> <li>Tier 4&amp;5 mgrs.</li> <li>Incorporate values, behaviours, culture &amp; relationships.</li> <li>Coach/mentor support tbc</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Policy awareness plan to be incorporated into monthly ODHR Communications</li> <li>Employee Performance Policy agreed in consultation with unions</li> <li>SMT Leadership Programme complete</li> <li>Consideration to be given to a Leadership Programme for Tier 3 / 4 / 5</li> <li>Raising concerns training delivered to all staff</li> <li>Connect Contribute Grow (CCG) review process agreed and implementation commenced</li> <li>Stress Toolkit inc. Stress Risk Assessment in place with training completed for all managers</li> <li>SMT to consider Mental Health First Aid training / Champions</li> <li>Monitor sickness levels</li> <li>Monitor accidents / near misses etc</li> <li>Monitor levels of grievances / disciplinarys</li> <li>Health Plan implemented for all staff and members</li> </ul>





## Getting voices heard, raising concerns and receiving feedback

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Core Element	Strategic objectives	Key actions	Measures of success
<p><b>Getting voices heard, raising concerns and receiving feedback</b> The openness and acceptance of staff feedback and the active encouragement of staff to raise issues or provide feedback.</p>	<p>To demonstrate to staff they are being listened to in an equitable way, the Council should:</p> <ul style="list-style-type: none"> <li>• Invite and encourage feedback from all staff. The senior leadership team should take a leadership role in exhibiting these behaviours.</li> <li>• Ensure all leaders demonstrate and evidence how staff feedback is being promoted, managed and acted upon in their business area.</li> <li>• Include training, advice and guidance to all managers as part of the Council wide leadership development programme.</li> <li>• Adopt local government best practice in this area.</li> </ul>	<ul style="list-style-type: none"> <li>• Health Check 12-month review</li> <li>• Consider wider staff networks.</li> <li>• Compliance with Connect Contribute Grow Review</li> <li>• Leadership/senior management/line manager development programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Health check survey results</li> <li>• Pulse survey results provided to SMT for consideration an appropriate action</li> <li>• Introduce a compliance target for Connect Contribute Grow Review Process in line with Performance Improvement Plan</li> <li>• SMT Leadership Programme complete</li> <li>• Consideration to be given to a Leadership Programme for Tier 3/4 / 5</li> </ul>



## Fairness and equality of opportunity

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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Fairness and equality of opportunity</b> The principle of unbiased treatment where individual needs and circumstances are considered to promote equity.</p>	<p>The Council should ensure that all staff experience a culture that provides resource and opportunity in a fair and equitable way. There should be a zero-tolerance approach to discrimination and bad behaviour of any sort. The Council should:</p> <ul style="list-style-type: none"> <li>• Actively promote and assure itself of staff feedback on a regular basis.</li> <li>• Highlight how positive actions should be recognised throughout the Council.</li> <li>• Continue to support the positive changes being made in recruitment to address inequalities.</li> <li>• Support the Council wide leadership development programme.</li> <li>• Highlight the importance of staff networks in providing insight, advice and guidance on the continual promotion of culture - both in Council and to all staff groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Connect, Contribute, Grow Review – implement and report on compliance.</li> <li>• 12-month 'health check' update</li> <li>• Consider formal recognition process Council wide</li> <li>• Leadership/senior management/line manager development programmes</li> <li>• Consider staff networks (women's/men's health, LGBT, neurodiverse etc) or inclusion of staff on working groups for inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• 50% compliance across the organisation on the Connect, Contribute, Grow Review process</li> <li>• Health Check survey results</li> <li>• Recognise staff for service / positive feedback / awards in Staff News / landing page of staff portal</li> <li>• Monitor complaints received and review any trends</li> <li>• Reinvigorate the Health and Well Being working group to discuss the introduction of staff networks</li> </ul>



## Communication (staff partnerships, engagement and involvement in decision making)


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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Communication (staff partnerships, engagement and involvement in decision making)</b></p> <p>This finding refers to the effectiveness of communication, relating to the quality and efficiency of the content and the reach. It also considers the engagement with staff in decision making.</p>	<ul style="list-style-type: none"> <li>• As part of broader efforts to create an open and transparent culture, the Council should consider implementing a clear framework for staff development. This should be implemented alongside Recommendation 4 (Getting voices heard, raising concerns and receiving feedback).</li> <li>• Adopt principles for engagement and involvement in decision making, to include:               <ul style="list-style-type: none"> <li>○ Recognising people as assets</li> <li>○ Building on people's capabilities</li> <li>○ Developing relationships</li> <li>○ Encouraging the role of networks</li> <li>○ Building strong feedback mechanisms for staff.</li> </ul> </li> <li>• Delivering this co-production ethos will require communications and engagement at the heart of the Council. The Senior management team should consider whether there is currently sufficient capacity and capability to deliver the scale of engagement to undertake the shifts this 'Health Check' outlines.</li> </ul>	<ul style="list-style-type: none"> <li>• People Plan</li> <li>• OD/L&amp;D Plan inc. previous actions</li> <li>• Consider wider staff networks as feedback routes/cross departmental relationship building</li> <li>• All previous actions;               <ul style="list-style-type: none"> <li>○ L&amp;D Plan</li> <li>○ Policy implementation &amp; awareness</li> <li>○ Connect Contribute Grow Review</li> <li>○ Workforce/ succession plans</li> </ul> </li> <li>• Continue developing the Staff News</li> <li>• Introduce HR News</li> <li>• Encourage feedback from staff and implement initiatives for continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>• People Plan agreed and implemented</li> <li>• Corporate Learning and Development Plan in place for 2025-26</li> <li>• Corporate Communications aligned to Council values</li> <li>• Consider a cross departmental working group for Communication / PR / Marketing</li> </ul>



## Effectiveness of Leadership

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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Effectiveness of leadership</b> The leadership at all levels and the impact of varying styles on staff experience and morale.</p>	<p>Creating a healthy, open and progressive culture requires strong, visible and representative leadership at all levels. The Council should:</p> <ul style="list-style-type: none"> <li>• Create the space for better engagement between Elected Members and leaders to develop a clearer understanding of the member/officer relationship in effective decision making and governance.</li> <li>• Ensure linkages to the leadership development programme so that the Council can support and develop leaders with appropriate skills and behaviours to underpin cultural change.</li> <li>• Provide the relevant training and support to all line managers to ensure they have the skills and behaviours to manage staff effectively.</li> </ul>	<ul style="list-style-type: none"> <li>• Working in a Political Environment training – EM and senior managers</li> <li>• Include in leadership training programme:               <ul style="list-style-type: none"> <li>○ Working in a Political Environment</li> <li>○ EDI</li> <li>○ Creating a Positive Culture</li> <li>○ Managing Change</li> <li>○ Addressing Conflict/Difficult Conversation</li> <li>○ Performance Management</li> <li>○ Coaching for Managers</li> <li>○ Resilience</li> </ul> </li> <li>• Monitor and review Elected Member and Staff Induction Programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Working in a political environment training delivered to all members and SMT / Tier 3</li> <li>• Consideration to be given to a Leadership Programme for Tier 3/ 4 / 5 to include suggested topics</li> </ul>



## Improvement and personal development

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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Improvement and personal development</b> The availability of opportunities for improvement and development within the Council at individual level for staff.</p>	<ul style="list-style-type: none"> <li>• Adopt a clear learning and improvement methodology that develops and supports staff to provide the best possible service and help people fulfil their career potential.</li> <li>• Ensure that staff are being offered equal opportunity for development underpinned by an effective appraisal process.</li> <li>• Create a focus on succession planning with the introduction of initiatives such as apprenticeships, student placements, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• OD/L&amp;D Plan</li> <li>• Line management adherence to policy/procedures</li> <li>• Student Placement Programme</li> <li>• Apprenticeship Programme</li> <li>• Line Manager Training</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Learning and Development Plan in place for 2025-26</li> <li>• HR Business Partners to work closely with line managers in relation to the consistent adherence to policies and procedures</li> <li>• Provide report to SMT on the options available in relation to placements, apprenticeships</li> <li>• Line manager development programme</li> <li>• Continue to develop and promote the Assistance to Study programme benefits for all staff</li> <li>• In line with need consider driver training programmes</li> <li>• Improved participation in online training and face to face training initiatives</li> </ul>



## Application of policies and procedures

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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Application of policies and procedures</b> The effective application of policies and procedures, whether they follow a consistent pattern throughout the Council and how they are experienced and perceived by staff in practice.</p>	<ul style="list-style-type: none"> <li>Consider the size and scale of the human resources and organisational development function to ensure they can support the scale of the change required.</li> <li>Continue to ensure support is provided for all leaders to ensure they have access to the HR team that can support and partner with them on the implementation of equitable and fair staff policies.</li> </ul>	<ul style="list-style-type: none"> <li>Review ODHR structure in line with Tier 1-3 structure review, Corporate Plan, Business Plan and operational requirements</li> </ul>	<ul style="list-style-type: none"> <li>Review all actions required and discuss with SMT if additional resources are required</li> <li>Review structure of ODHR Department in line with changes to wider structure following Tier 1 – 3 review</li> </ul>



## Environment and facilities

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Core element	Strategic objectives	Key actions	Measures of success
<p><b>Environment and facilities</b> The physical infrastructure and conditions of the Council, dedicated staff spaces play a crucial role in shaping staff morale, overall safety, wellbeing and operational effectiveness</p>	<ul style="list-style-type: none"> <li>Review the existing staff areas to ensure comfortable spaces are provided to improve staff experience.</li> <li>The Council should assess how equitable these services are between sites to identify areas of immediate action and longer-term focus.</li> <li>Create a focus on the concept of 'one organisation' across the borough.</li> </ul>	<ul style="list-style-type: none"> <li>Re-launch the Council values</li> <li>Review options for staff break areas</li> </ul>	<ul style="list-style-type: none"> <li>Health Check 12-month review</li> </ul>

