



Title of Report:	People Strategy
Committee Report Submitted To:	Corporate Policy and Resources Committee
Date of Meeting:	28 April 2026
For Decision or For Information	For Decision
To be discussed In Committee	N/A

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

Budgetary Considerations	
Cost of Proposal	n/a
Included in Current Year Estimates	n/a
Capital/Revenue	n/a
Code	n/a
Staffing Costs	n/a

Legal Considerations	
Input of Legal Services Required	NO
Legal Opinion Obtained	NO

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Completed
	EQIA Required and Completed:	Yes/No	N/A
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date:
	RNA Required and Completed:	Yes/No	Date:
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 To seek approval of the People Strategy 2026–2031 for Causeway Coast and Glens Borough Council.

2.0 **Background**

- 2.1 The People Strategy 2026–2031 sets out a comprehensive, five-year framework to attract, develop and retain a skilled, motivated and high-performing workforce capable of delivering the Council Plan 2026–2031 and associated strategic priorities.

- 2.2 The Strategy has been developed following:

- A period of organisational transformation following the Extraordinary Audit
- The Local Government Staff Commission Organisational Health Check (May 2024)
- The APSE Citizen Engagement Survey (2024)
- Engagement with Senior Management Team and Heads of Service and other Tier 3 managers
- Engagement across the organisation with all staff, managers and trade unions including face to face focus groups held in August 2025
- Alignment with the Council Plan 2026–2031

- 2.3 The Strategy places people at the centre of service delivery and recognises employees as the Council's most valuable asset in achieving outcomes for residents, communities and visitors.

- 2.4 The Strategy is structured around **five strategic themes**, aligned to the Council Plan:

Theme 1: Openness and Transparency - Building trust through effective communication, values and behaviours, and consistent leadership practice.

Theme 2: Wellbeing and Belonging - Promoting physical and psychological safety, inclusion, engagement and a strong One Council identity.

Theme 3: Trustworthy Leadership - Developing leaders at all levels who demonstrate integrity, accountability and inclusive behaviours.

Theme 4: Developing Our Talent and Workforce - Strengthening recruitment, development, workforce planning, succession and career progression.

Theme 5: Building the Basics - Ensuring strong foundations through effective people policies, systems, workforce data and governance.

Each theme is supported by a detailed action plan with measurable objectives, clear timescales and identified ownership.

2.5 The People Strategy 2026–2031 is expected to deliver the following benefits:

- Improved employee engagement, morale and productivity
- Greater alignment between people practices and the Council Plan
- Stronger organisational performance and service delivery
- Reduced absence, turnover and associated costs
- Enhanced employer brand, supporting recruitment and retention
- A more open, inclusive and high-performing workplace culture

2.6 Delivery of the Strategy will be supported through:

- A People Strategy Implementation Programme, comprising actions across the five themes
- Clear allocation of responsibility across a range of officers, not solely within Organisation Development & Human Resources
- Annual progress reports to Corporate Policy and Resources Committee and Council
- Ongoing refinement of performance measures and data dashboards

The Strategy will remain a live, evolving document, reviewed annually to ensure continued alignment with Council priorities.

3.0 Financial and Resource Implications

The People Strategy is a corporate strategy and will largely be delivered through existing resources and budgeted activity. However, Members should note:

- A separate report will be brought to Corporate Policy and Resources Committee in due course, requesting additional ODHR support to ensure adequate resources to deliver on the actions contained within the Strategy
- Any proposals with financial implications beyond officers' scope and additional to the current agreed estimates will be brought for Member consideration separately.

4.0 Recommendation(s)

It is recommended that Committee approves the People Strategy 2026–2031 for Causeway Coast and Glens Borough Council.

PEOPLE STRATEGY 2026 - 2031
Causeway, Coast & Glens Borough Council



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1 INTRODUCTION

Our People Strategy 2026–2031 sets out a comprehensive framework for attracting, developing, and retaining a skilled and high-performing workforce that supports the Council’s strategic ambitions. It also aims to create a positive, engaging, and productive working environment where employees can thrive and deliver excellent services to residents and visitors. The Strategy spans the employment lifecycle supporting staff from recruitment and induction, through ongoing learning and career development, and ultimately helping them prepare for later stages of their working life, including retirement.

Expected Benefits of the People Strategy 2026–2031:

- **Enhanced employee contribution** through stronger communication, greater involvement, and improved motivation and productivity.
- **Closer alignment of Organisation Development and HR practices** with the Council Plan and associated strategies, ensuring effective delivery of Council priorities.
- **Stronger organisational performance** by attracting, developing, and retaining high-quality talent, leading to better service outcomes.
- **Reduced turnover and absenteeism** and associated costs by investing in wellbeing, engagement, and continuous development.
- **A stronger Council brand** that reflects a supportive, positive workplace culture and helps position the Council as an employer of choice.

An Evolving Strategy

The People Strategy will act as a continuously evolving document. The Organisation Development and Human Resources Team will ensure it remains aligned with the Council Plan 2026–2031.

Measuring Progress

We will measure our progress on key elements of this Strategy with clear performance measures for each of the Strategy’s themes. This will be reinforced by developing the Connect, Contribute, Grow individual and team performance review framework.

Our People at the Centre

Our success depends on our greatest asset—our employees. Achieving the ambitions of this Strategy is a shared endeavour.

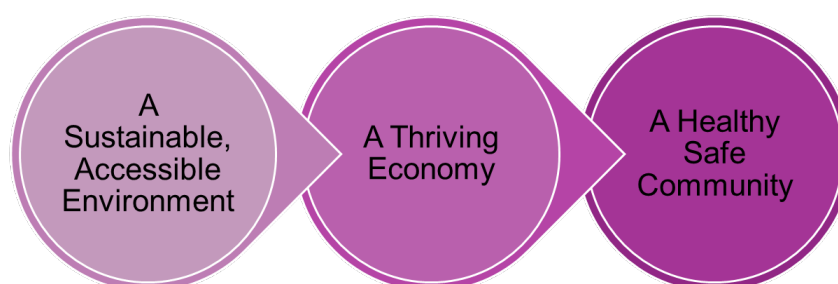
David Jackson Chief Executive

Councillor Oliver McMullan Mayor



2 THE COUNCIL'S STRATEGIC PRIORITIES

The Council operates strategic planning with, at the highest level, a Community Plan that involves 14 statutory organisations who form the Causeway Coast and Glens Community Planning Strategic Partnership. The Community Plan 'A Better Future Together' identifies three key outcomes:



2.1 Council Plan: 2026 - 2031



Our Purpose

Our mission statement and driving focus for 2026 -2031, rooted in delivering the community priorities.

The Council Plan is a statement of the Council's commitment to the Causeway Coast and Glens Borough over the next five years.



Our Priorities

The key challenges and opportunities we will address directly supporting the health, environment, and economic themes of the Community Plan

It provides a focus and direction given the challenges that face us now and in the future.



Our Approach

The strategic actions we will take to deliver on our mission and the Community Plan outcomes.

It forms the foundation of our work in the future and will influence and shape what we do and how we do it.

Our Council Plan Priorities & Commitments

To deliver on the Council Plan we will focus on the following areas:

Engaging & Communicating with Our Customers: we will communicate clearly and consistently with our citizens, provide multiple channels for accessing our services, and ensure our customers voices shape our decisions and service delivery.

Empowering & Supporting Our People: we will create a positive, supportive workplace culture that empowers our employees to deliver excellent services, while working with partners to improve the health, well-being, and opportunities for all citizens across the borough.

Creating Conditions to Deliver Opportunities for Our Borough: we will work to create the conditions for economic growth, job creation, and prosperity, while securing investment and advocating for the Borough to ensure our citizens have access to opportunities and economy can thrive.

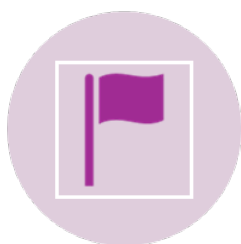
Sustainability & Managing Our Natural & Built Environment: we will focus on the support and development of all of our staff to leave them best placed to deliver on behalf of our citizens.

Governance, Quality & Continuous Improvement: we will ensure the Council is well governed, transparent, and operates to the highest standards of public administration, continuously improving our services based on evidence and feedback.

These priorities and commitments reflect the areas of work that are most important for delivering on our citizens' requirements and expectations, driving a culture of quality through the Council as a public organisation and improving the quality of life for all people living, working or visiting Causeway Coast and Glens Borough.

Strategic Themes

The People Strategy 2026-2031 will focus on supporting the delivery of the five strategic priority themes which have been identified for Council to focus on as follows:



PRIORITY 1: ENGAGING & COMMUNICATING WITH OUR CUSTOMERS



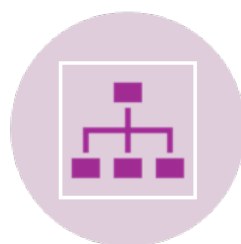
PRIORITY 2: EMPOWERING & SUPPORTING OUR PEOPLE



PRIORITY 3: CREATING CONDITIONS TO DELIVER OPPORTUNITIES WITHIN THE BOROUGH



PRIORITY 4: SUSTAINABILITY & MANAGING OUR NATURAL & BUILD ENVIRONMENT



PRIORITY 5: GOVERNANCE, QUALITY & CONTINUOUS IMPROVEMENT

The full Council Plan is available at the following link [\[to be inserted\]](#).

2.3 Where the People Strategy Fits In

The “Empowering & Supporting Our People” Strategic Priority that focusses on staff is the key focus for delivery in the People Strategy 2026-2031. However, the other priorities are also directly relevant to the People Strategy as expressed through the strategic themes.

The People Strategy 2026–2031 supports the Council’s transformation and will be regularly updated over its five-year span. Progress against success measures will be reported annually, and the metrics will be refined as needed throughout the plan's duration.

3 PEOPLE STRATEGY THEMES AND ACTION PLAN

3.1 Our People Strategy Framework

The following five themes build upon the Council Plan, and are informed by the Citizens Engagement Survey Report, (APSE, 2024), the “Organisational Health Check” report (May 2024) and the staff focus groups delivered in August 2025:



Theme 1: Openness & transparency



Theme 2: Wellbeing and belonging



Theme 3: Trustworthy leadership



Theme 4: Developing our talent and workforce



Theme 5: Building the basics

The People Strategy is structured around five strategic priorities and themes designed to transform the Council’s workforce and culture:



THEME 1: OPENNESS AND TRANSPARENCY

This theme focuses on creating a culture where information flows freely, fostering trust, collaboration, and informed decision-making. It aims to improve internal communications, engage staff at all levels, and enhance leadership visibility. Success is measured by staff feeling valued, empowered, and connected to the Council’s mission.



THEME 2: WELLBEING AND BELONGING

Supporting staff wellbeing and fostering a sense of belonging are critical to the Council’s success. The strategy adopts the “5 Pillars of staff wellbeing” from the Great Place to Work Framework, which include mental, physical and financial health, work-life balance, job design and fulfilment, relationships, and psychological safety. Initiatives under this theme include health and safety improvements, stress management projects, and enhanced support for remote staff.



THEME 3: TRUSTWORTHY LEADERSHIP

The Council aims to develop leadership that embodies integrity, honesty, transparency, competence, empathy, and accountability. Leaders roles are clarified including expecting them to foster a psychologically safe environment, support staff development, and be proactive in managing change. Leadership development programmes, including a leadership academy and future leaders program, are key components of this theme.



THEME 4: DEVELOPING OUR TALENT AND WORKFORCE

This theme emphasises attracting and retaining diverse talent, providing learning and development opportunities, and creating clear career pathways. Development to the “Connect, Contribute and Grow” Performance Review Framework supports continuous improvement and professional growth. Workforce planning, succession planning, and talent management initiatives ensure the Council’s workforce is adaptable and future ready.



THEME 5: BUILDING THE BASICS

The Council seeks to further develop efficient and effective human resources policies, data systems, and performance management processes. This includes harmonising legacy policies, implementing digital dashboards for workforce data, and ensuring compliance with legislation. The focus is on creating straightforward, equitable, and inclusive procedures that support organisational effectiveness.

3.2 People strategy aims: (What does success look like?)

Through a range of actions under these themes, our aim is that by 2031, our people will:

Understand their contribution	Understand their role and its impact on delivery of the Council Plan.
Lead with integrity	Promote inclusive, values-based leadership at all levels
Embrace Change	Respond flexibly to evolving needs of the Council and community
Collaborate and Improve	Build a culture of openness, feedback, and learning
Feel valued	Ensure everyone feels safe, respected, and recognised
Perform and Grow	Support and challenge people to achieve strong outcomes

3.3 Theme 1: Openness and Transparency

What is required?

The Council has acknowledged the depth of feeling, challenge and concerns staff have raised as part of the 'Health Check'. The Council now needs to proactively develop trust, incorporate listening and acting on the issues raised and actively encourage openness and transparency so that staff can do the right thing.

Why is it important?

Openness and Transparency are crucial as they foster trust, improve staff engagement, and enhance overall Council performance. When staff feel informed and valued, they are more likely to be engaged, productive, and loyal. This, in turn, contributes to a more positive and effective work environment.

Our Values and Behaviours

A key aspect of this theme will be our Values and Behaviours, which make clear what staff can expect, and what is expected of staff, at all levels.

We will make these meaningful for our people by:



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.

What does success look like?

Success looks like a workplace where information flows freely, fostering trust, collaboration, and informed decision-making. It is about creating a culture where staff feel valued, engaged, and empowered to contribute their best work. In essence, success in openness and transparency means creating an environment where information is readily available, communication is honest and frequent, and everyone feels valued and empowered to contribute to the organisation's success.

Strategic Objectives

- 1a. Update and embed the Council's Communication Strategy to strengthen openness and transparency across the workforce and with the community.
- 1b. Ensure managers model Council Values and Expected Behaviours, demonstrating openness, trust, and consistency.
- 1c. Implement effective organisation-wide communication systems, ensuring inclusion of remote staff and those without email.

- 1d. Ensure managers proactively encourage openness, listen to staff feedback, and act consistently across all services.
- 1e. Create and maintain a positive work environment that supports staff commitment and offers attractive benefits.

3.4 Theme 2: Wellbeing and Belonging

What is required?

The Council has agreed the ‘Connect, Contribute and Grow’ performance review framework that incorporates the Great Place to Work – 5 Pillars of Staff Wellbeing:



Our people should feel physically and psychologically safe, valued and part of the Council. Staff and Elected Members should treat one another with respect. Staff will have sufficient support and resources to undertake their work, and have manageable workloads, a sense of control and autonomy, and excellent partnership working.

Staff wellbeing and belonging are intrinsically linked and are crucial for a thriving workplace. When staff feel a sense of belonging, their wellbeing improves, leading to lower absence rates, increased productivity, reduced turnover, and a more positive work environment.

Why is it important?

Supporting the wellbeing and belonging of our people is critical to our continuing success. We need to integrate our objectives into all our people initiatives to create an environment of belonging for all.

What does success look like?

Success, in the context of wellbeing and belonging, often translates to feeling content, valued, and authentically connected to the Council and an individual's work environment. Success is therefore not a singular destination, but rather a journey of staff feeling they are contributing positively to the Council and its outcomes for the local communities and visitors to the Borough.

Strategic Objectives

- 2a. Ensure the health, safety, and welfare of all employees, providing safe workplaces, trained staff, appropriate equipment, and equitable welfare facilities.
- 2b. Continually integrate teams across the merged Councils by:
 - Standardising policies and procedures.
 - Strengthening cross-team collaboration and reducing silo working.
 - Building an organisational culture staff feel connected to.
- 2c. Managers will foster belonging and engagement by:
 - Promoting One Council branding.
 - Maintaining open communication channels.
 - Seeking and responding to staff feedback.
 - Providing appreciation and recognition.
 - Supporting personal and professional development.
- 2d. Deliver quarterly in-person inductions for all new staff.
- 2e. Prioritise staff wellbeing through initiatives supporting mental and physical health.
- 2f. Embed measures that promote teamwork and collaboration across all services.
- 2g. Create an engaging work experience that motivates staff.
- 2h. Create a sense of community, belonging, and pride within the Council.

3.5 Theme 3: Trustworthy Leadership

What is required?

Managers at all levels need to materially demonstrate inclusive and trustworthy. Trustworthy leadership characteristics include trust, integrity, honesty, transparency, reliability, competence, a commitment to ethical behaviour and a genuine concern for others. Demonstrating these traits will help build strong relationships, foster open communication, and inspire confidence in their teams.

Why is it important?

Leaders are entrusted with the responsibility of ensuring a physically safe and psychologically secure work environment. They play a pivotal role in identifying and accommodating future trends, shaping positive staff experiences and driving performance. To effectively deliver our corporate objectives, it is essential that leaders fully understand their roles and are accountable in decision-making processes.

What does success look like?

Our objective is to foster effective leadership at all levels within the Council by consistently exemplifying our values and expected behaviours. Leaders will be equipped to confidently engage with, empower, listen to, develop, challenge, and recognise staff achievements. Additionally, they will possess the judgement to take measured risks and ensure the delivery of excellent outcomes.

We will assess the effectiveness of our leadership through staff survey data. Our Connect, Contribute and Grow performance review framework, aligned with our corporate objectives, will be utilised. Our managers will proactively engage and empower their teams to achieve continuous organisational development.

Strategic Objectives

- 3a. Ensure leaders communicate the organisation's vision, mission, and Council Plan effectively through clear communication channels.
- 3b. Invest in leadership development to build a strong pipeline for current and future leaders and cultivate effective management practices.
- 3c. Demonstrate trustworthy leadership and develop strong leaders at all levels who can motivate teams.
- 3d. Use technology to support continuous improvement.
- 3e. Create a positive, inclusive, and engaging environment aligned with Council Values, Expected Behaviours and the 5 Pillars of Staff Wellbeing.
- 3f. Ensure a fair and inclusive One Council culture through integrated structures and harmonised policies.

3.6 Theme 4: Developing Our Talent and Workforce

What is required?

Developing Our Talent and Workforce involves strategically investing in the skills, knowledge, and potential of staff to align with the Council's strategic objectives. This encompasses various activities like personal development in the broadest sense, training, coaching, and mentoring, all aimed at maximising individual potential while meeting the Council's and local community needs.

By investing in talent and development, the Council can build a more skilled, engaged, and adaptable workforce, ultimately driving success and constantly improving our services. We will develop a strong staff branding identity to create effective and inclusive recruitment methods that recruit and retain both internal and external candidates. Our recruitment will be underpinned by proactive workforce planning.

We will provide supportive, effective and engaging induction processes. Our performance conversations will be aligned with the Council Plan 2026-2031, and the Connect, Contribute and Grow performance review framework where we will offer development initiatives that support progression and retention.

Why is it important?

Effective recruitment, induction processes and development will pave the way for improved performance, retention and exceptional Council-wide outcomes aligned to the Council Plan. The investment in developing our talent and workforce also recognises that our staff are collectively, the most important and most expensive asset the Council has at its disposal.

What does success look like?

We will attract and seek to retain excellent, diverse talent to support the success of the Council. We will continue to create opportunities for people to develop and grow professionally. Existing and new staff will be able to easily access new opportunities within the Council where we will support and encourage them to develop in their current roles but also to progress into future roles across the Council. They will have the confidence, skills and capabilities to progress within the organisation.

Strategic Objectives

- 4a. Provide learning and development support for Elected Members and staff to deliver on organisational objectives, including the Council Plan 2026–2031.
- 4b. Create opportunities for learning, upskilling, and career progression to prepare staff for future opportunities within Council.
- 4c. Develop a strong employer brand and effective recruitment approach to attract and retain talent.
- 4d. Encourage and support staff to reach their full potential through strengthened talent development.
- 4e. Develop and embed succession planning for future leadership and key roles.

3.7 Theme 5: Building the Basics

What is required?

The efficient but effective collection of data is essential to inform direction and strategic intent in both the development and delivery of the People Strategy 2026 to 2031. A dashboard will be available to both leaders and the Organisation Development and Human Resources Team, fed from automated systems that combine Human Resources data with financial information. We will have:

- Reporting mechanisms that support prioritisation and decision-making.
- People policies, procedures and practices will ensure consistent delivery, be straightforward to understand and use, and support simple, effective, and timely workforce planning.
- Policies and procedures to develop staff, improve performance and overall Council effectiveness.

Why is it important?

Implementing straightforward and effective processes and policies, we will enable our leaders and staff to achieve success and concentrate on performing their responsibilities efficiently.

What does success look like?

Organisational policies, processes, and practices will comply with current and future legal requirements and be designed for clarity and usability. These systems will facilitate effective collaboration between managers and staff by providing the necessary resources for task completion. Automation will be implemented in systems and reporting mechanisms to enable access to real-time data.

All personnel data will be maintained at a high standard of quality and in accordance with UK General Data Protection Regulations and the Data Protection Act 2018. The requirements for data usage will inform work prioritisation and decision-making. Recruitment and workforce planning procedures will aim to be straightforward, equitable, and inclusive.

Workforce planning is the strategic process that aligns the Council's future workforce needs with the Council Plan. It requires analysing current staffing, forecasting future requirements, identifying gaps, and developing strategies to ensure the right people with the right skills are in the right place at the right time.

Strategic Objectives

- 5a. Implement efficient and effective data collection systems.
- 5b. Deliver a consistent annual performance review cycle through the Connect, Contribute and Grow performance review framework to acknowledge high performers and support and manage poor performance fairly and consistently.
- 5c. Use technology to streamline OD & HR processes and improve staff experience.
- 5d. Cultivate continuous learning and benchmarking against best practice.

Theme 1: Openness and Transparency - How we will achieve this

No.	Actions	Completion Date
1.1	Senior Management Team to update the Council’s Communication Strategy to help facilitate the creation of a culture of openness and transparency. The main focus will be to strengthen internal communications to include:	
1.1.1	Consistent messages on key issues which will be clear, consistent, and available to all in their setting and timely.	Immediately
1.1.2	Communicating with remote staff. The Council will develop communication channels that provide timely and relevant information for remote staff, for example, e-noticeboards in each depot location, development of a staff app and access to computer devices at all locations.	Communication channels to be in place by 30/06/2026
1.1.3	<p>Deliver a structured programme of staff briefings at all locations, led by SMT, at least annually to include briefings on key subjects and events.</p> <p>Ensure high visibility of senior management team across all sites through regular visits and engagement.</p>	The programme and frequency of staff briefing meetings to be defined and agreed by Senior Management Team by 30/06/2026.
1.1.4	<p>In person staff Induction to be held each quarter and led by a member of Senior Management Team to support the online induction process. The staff induction will include:</p> <ul style="list-style-type: none"> • Emphasis to be placed on a One Council approach. • Zero-tolerance and behavioural standards need to be reinforced. • Mentoring to be provided for new staff and link with a buddy. • Rotate new staff around work locations for familiarisation with the rest of the team. • Subject to obtaining permission from each individual, provide information and a photo of new starters within each team and corporately circulate a new starters list. 	From 01/01/2027
1.1.5	Structured monthly leadership forums by the Senior Management Team for the Heads of Service, with relevant information cascaded to managers. Align to 1.1.3.	Programme to be agreed by 30/06/2026,

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		implementation by 31/10/2026
1.1.6	The Communications Team to develop a consistent, structure, format and schedule for a monthly “Staff News” to include an address from the Chief Executive as well as briefing articles written by a member of the Senior Management Team, ensuring accessibility in remote locations. Consider the use of short videos.	From 30/06/2026
1.1.7	Create a professional but resilient public relations strategy aimed at developing the confidence of both Council staff and the rate payers.	By 30/09/2026
1.1.8	Provide the resources to lead and implement the updated Communication Strategy.	By 31/12/2026
1.1.9	Introduce the facility for the Corporate Communications Team to monitor and respond to social media including the use of Artificial Intelligence to flag any mention of the Council, services, and towns / villages in the Borough. ⁽¹⁾	By 30/09/2026
1.2	Undertake and implement a Values and Expected Behaviours project on how we work and how we deliver organisational results and outcomes.	By 30/06/2027
1.3	To fully embed the Connect Contribute Grow Performance Review Framework:	
1.3.1	Provide assistance to staff and managers to supplement the online training module and assist the understanding and implementation of the process;	Immediately
1.3.2	Use the Performance Reviews to clarify individual and team contributions to the Council Plan;	By 31/03/2027
1.3.3	A corporate learning and development plan will be developed following feedback from the Connect, Contribute and Grow Performance Review meetings to provide clear pathways to action the outcomes of the Performance Reviews such as service delivery, learning and development, managerial actions etc.	By 01/06/2027

¹ Some of the top software for social media monitoring includes enterprise-level platforms like Meltwater, Sprinklr, and Brandwatch. For in-depth insights and sentiment analysis, as well as comprehensive management tools such as Sprout Social, Hootsuite, and Agorapulse can be used. For more focused needs, tools like Mention and Brand24 specialise in tracking online conversations and mentions, while free options like [Talkwalker Alerts](#) and [Mentionlytics](#) offer basic monitoring capabilities.

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1.4	<p>Create a Management of Change Framework to be followed when change is being considered. To include a suite of templates that consider:</p> <ol style="list-style-type: none"> 1. The reasons for the required change; 2. Business case (including PESTLE & SWOT analysis, costed options and the preferred option); 3. A project plan; 4. A communication plan; 5. The risks to be managed and the barriers to be overcome; 6. How early and continued staff involvement is to be undertaken, including reaching remote staff, Trade Unions, and Elected Members; 7. A description of the proposed change process; 8. To identify what corporate working will be required and who needs to be involved; 9. The Public Relations plan; 10. TUPE implications; 11. Human, physical and financial resource arrangements including accommodation; 12. Links to Climate Change Strategy; 13. Health, Safety and Wellbeing considerations. 	<p>Management of Change Framework to be created and adopted by 31/12/2026.</p> <p>Framework applied from 01/01/2027.</p>
1.5	<p>Instigate a monthly staff member or team feature in 'Staff News' which could include a photograph of the staff member, name, job title and information on job role.</p>	<p>Launch by 30/06/2026</p>
1.6	<p>To consider the usefulness of creating quarterly briefings for leisure centres, depot based staff and any other remote staff to timely communicate corporate and operational information.</p> <p>Heads of Service will consult Tiers 4 and 5 staff together with a sample of front-line staff to identify if briefings would assist communication and staff feeling valued.</p>	<p>Subject to staff consultation, decision by 30/09/2026</p>
1.7	<p>Undertake an annual staff survey, review and revise existing plans where appropriate, and/or connect these directly to future years' People Strategy initiatives.</p>	<p>By 31/12/2026, annually thereafter</p>
1.8	<p>Senior Management Team to deliver annual People Strategy Progress Reports to Committee which are made available to all staff.</p>	<p>By 30/09/2026, annually thereafter</p>

Theme 2: Wellbeing and Belonging - How we will achieve this

No.	Actions	Completion Date
2.1	To help promote wellbeing and a sense of belonging, create a Health & Wellbeing Forum, with representation from staff from all locations and services. The purpose of the forum is to provide an annual rolling action plan to support:	
2.1.1	Team meetings at department / team levels. This would be assisted by bringing staff together in one location for meetings, briefings, etc. but rotating the locations (e.g. offices, leisure centres, depots) across the Borough.	By 30/06/2026
2.2	Support a corporate Health & Well-being Staff Forum by recruiting a lead officer, to coordinate: <ol style="list-style-type: none"> 1. The deployment of health screening services to ensure they are available to all having regard to job type, work location and accessibility; 2. Access to all for wellbeing provision that has consideration for job type, work location and accessibility; 3. An improved familiarity with the Westfield Health Package ensuring accessibility for remote staff; 4. Develop a programme of activities and events, e.g. wellbeing, exercise, learning and competitions. 	Report to Council by 30/06/26 Launch by 01/04/2027
2.3	Continue to populate the organisation structure. Prioritise the programme of replacing temporary staff by populating all permanent posts in the organisation. Where possible and upon completion, to only use temporary staff to backfill critical or seasonal posts that cannot be filled with staff on permanent contracts of employment. Agreement of Senior Management Team required.	Confirm vacant posts across Council for review by SMT by 01/04/2026. Secure 30 Full Time Equivalent permanent employees by 01/04/2027. From 2027, avoid the use of agency staff other than in exceptional

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		circumstances where the skills are not otherwise available to maintain front line services.
2.4	Promote the Health, Safety and Well being of all its employees, contractors and visitors to their premises or who could be affected by their operations:	
2.4.1	Health & Safety at Work: Identify lone workers with Council. Review the Lone Worker Policy for all relevant staff.	By 30/09/2026
2.4.2	Health & Safety at Work: Review staff welfare facilities in all depots and, where required, conduct the works to ensure staff have access to clean changing facilities, dining facilities, toilets and showers.	By 30/06/2027

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Theme 3: Trustworthy Leadership - How we will achieve this

No.	Actions	Completion Date
3.1	To help further develop leadership capability, the Council will develop a “One Council” culture that is open and progressive through the following actions:	In place by 31/03/2031
3.1.1	Encourage corporate working opportunities – joint working groups, staff forums, etc. for e.g. Capital Build Projects and Corporate Comms Forums	By 01/04/2027
3.1.2	Make more effective use of the Staff and Human Resources News bulletins to recognise and appropriately celebrate the contribution of all staff involved in a successful project, service award, etc. Ensure remote staff are fully informed and included.	By 30/09/2026
3.1.3	Conduct regular team and one-to-one meetings with all staff to create time for listening, reflection and learning that empowers teams and individuals	By 30/06/2026
3.2	<p>Create a Leadership Development Programme including a Leadership Academy and Future Leaders pathway, with access for future leaders who are not yet managers.</p> <p>Investigate the potential to join with a local educational establishment or with another partner to create the Causeway Coast & Glens Borough Council Leadership Programme with recognised qualifications².</p>	<p>Launch the Leadership Academy by 30/06/2027.</p> <p>Evaluate effectiveness (30/09/2028) modify as necessary and continuing delivery</p>
3.3	Review and amend the Causeway Coast and Glens Borough Council Competency Framework to:	
3.3.1	<p>Define the three levels of leader in the organisation as:</p> <ul style="list-style-type: none"> • Strategic Leader (Senior Management Team and Heads of Service Tier 1-3); • Service Leader (Tier 4); and • Team Leader (Tier 5). 	By 30/06/2027

²

E.G.: The William J Clinton Leadership Institute at Queen’s University Belfast or Northern College: Leadership and Management – Levels 3 - 5 Certificate (ILM)

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	Review and insert examples of the <u>most effective</u> and the <u>least effective</u> behaviours for all competencies.	
3.3.2	Use the competency framework as additional guidance in the Connect, Contribute and Grow Performance Review Framework.	By 30/09/2027
3.4	Improve the visibility of leadership through creating an online organisational chart that displays corporate, directorate, head of service, Tier 4 and Tier 5 level structures.	By 30/09/2026
3.5	Decision to be made on the Organisation Review Tiers 1-3 and communication to staff	Immediately
3.6	Following the Tier 1 – 3 review assess the distribution of workloads at Head of Service, Tier 4 and Tier 5 management levels, optimising the arrangement of functions to remove duplication and improve service delivery.	Workload assessment completed by 31/12/2026. Action any recommendations.

Theme 4: Developing Our Talent and Workforce - How we will achieve this

No.	Actions	Completion Date
4.1	Continue to offer Elected Members the opportunity to arrange an Elected Member Personal Development Plan. Create and launch a prospectus for Elected Members' development, to include roles and responsibilities, inductions on governance, training to facilitate Members' understanding of the level of challenge and scrutiny needed when holding Council Officers to Account. Consider the use of peer mentors.	By 31/03/2027
4.2	Create an induction programme for new Elected Members at the 2027 local government elections.	By 31/06/2026
4.3	As part of the business planning cycle develop and introduce annual workforce planning to understand current and future recruitment and succession planning needs, including identifying and addressing skills gaps, critical roles, and inform recruitment planning.	Develop a framework by 31.03.2027 for workforce planning aligned to business planning cycle. Implementation from 01.04.2027
4.4	Continue to create "job families" that inform a variety of career pathways and ensure career progression opportunities are available to all eligible staff, regardless of job type.	By 30/09/2027, launch and present a portfolio of career pathways for staff progression.
4.5	Continue to develop career paths including access to apprenticeships, secondments, and job shadowing opportunities to inform progression and promotion processes.	Launched by 31/03/2027 By 31/03/2028, launch and present a portfolio of career pathways for staff progression

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4.6	Ensure effective resources are in place to implement agreed delivery plans.	Completed by 31/03/2027
4.7	Create a Corporate Innovation Hub – e.g. Artificial Intelligence. Seek examples on where AI is already in use, create an innovation space for ideas / suggestions. Benchmark best-in-class in local government / NI to inform AI policy on use, controls on use and improving staff awareness.	Create the Innovation Hub and launch to staff by 31/03/2027. Review the effectiveness of the Innovation Hub by 30/06/2029.
4.8	Using the Connect, Contribute Grow Performance Review Framework to discuss with staff their contributions to the Council Plan and clarify the job role/priorities, and act on feedback from the staff members:	
4.8.1	Develop a SkillGate module for appraisee and appraiser training techniques to ensure all managers have the skills to undertake the Connect, Contribute and Grow Performance Review Framework.	By 30/09/2026
4.8.2	Continue to promote and communicate effectively growth opportunities such as, secondments to new work roles, acting up opportunities, filling short term vacancies etc.	By 30/06/2026
4.8.3	All seconded staff to be provided with a Personal Development Plan and/or consideration be given to mentoring.	By 01/06/2027
4.8.4	Organisation Development and Human Resources to provide a central monitoring desktop to update the level of compliance with online training.	Align to other L&D programmes by 30/06/2027
4.8.5	Provide development opportunities for soft skills (not certified) for example, interview techniques. Consider internal staff delivering this training.	By 01/04/2027
4.9	Continue to offer mentoring to Senior Management Team and Heads of Service. Consider offering mentoring to Tier 4 and Tier 5 managers and supervisors.	HoS by 01/06/2026. Decision re Tier 4/5 by 31/12/2026

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4.10	<p>Create a contingency / succession planning procedure drawing on knowledge and expertise before staff leave / retire. Consider knowledge and organisation memory of staff with significant length of service.</p> <p>Review business continuity planning to identify key workers for all critical services across the Council. Having regard to equal opportunity policies, create a succession planning process to ensure development opportunities so that current employees have the opportunity to apply for the role.</p>	31/03/2029
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Theme 5: Building the Basics - How we will achieve this

No.	Actions	Completion Date
5.1	Continue to improve data and insights and make back-office improvements within the existing data systems and processes.	Immediately
5.2	Define and communicate the standards and actions expected by all staff for a zero-tolerance approach to inappropriate language and behaviours by staff, temporary staff and members of the public. Reinforce the Values and Expected Behaviours document to all permanent and temporary staff.	By 30/06/2027
5.3	Bring together financial and people data to provide easy-to-use automated systems for the management of people resources. These include recruitment, induction, probation, performance management, development, talent management, succession planning, and exiting. Create integrated financial and people data systems and provide easy-to-use automated systems for the management of people processes. and improve systems where required.	By 31/03/2031
5.4	Provide a library of e-templates on the Staff Portal to assist daily working, for example, the Management of Transformational Change Framework; business case template; etc.	By 01.04.2027
5.5	Continue to promote the rolling calendar of reminders and updates on policies and procedures ensuring visibility for all staff.	Immediately
5.6	Undertake an organisational analysis of the human, financial and physical resources available to the Head of Organisation Development and Human Resources to ensure they can support the scale and range of changes required for organisational development.	By 30/06/2026
5.7	Harmonisation of any remaining ODHR legacy policies.	By 31/12/2027
5.8	In consultation with Trade Unions complete the transition of staff from legacy to the new terms and conditions of service.	Immediately
5.9	Consider the creation of a Programme Management Office with the requisite resources to:	

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5.10	Develop and implement the coordination of a strategic planning frameworks to link the Community Plan; Performance Improvement Plan, Council Plan and the thematic plans; Local Development Plan; People Strategy 2026 – 2031 etc. with annual cyclical timescales.	By 31/03/2028
5.11	Coordinate the planning and sequencing of all corporate programmes and projects.	From 31/03/2028
5.12	Promote the availability of mental health training for all managers and staff, supported by training and introduction of mental health champions. Use the Health & Wellbeing Group to support.	By 31/06/2027
5.13	Promote the use of the stress management toolkit for all staff. Use the Health & Wellbeing Group to support.	Immediately
5.14	Review and monitor absence management processes and policies to track, manage, and minimise staff absences, both planned and unplanned to ensure operational continuity.	By 31/12/2027
5.15	Develop process for exit interviews. Conduct exit interviews for all staff to gather knowledge and expertise where possible, but also to secure feedback on the organisation.	By 30/06/2027
5.16	Explore the further use of flexible employment contracts, for example, evening working contracts, annualised hours contracts, etc. to minimise the risk of breaching H&S, WTR in predictable situations, for example annual events, opening and closing sports grounds at the weekends, etc.	By 30/06/2028

4 TIME PLAN SUMMARY

The Time Plan has been created from an assimilation of the Five Theme Action Tables. The summary reflects the importance of early action and interventions in the early years of the People Strategy 2026 to 2031 in order to affect the changes that require time to develop but also embed across the Council.

Financial Year	2026/27			2027/28			2028/29			2029/30			2030/31									
	Immediate	By 30/06/26	By 30/09/26	By 31/12/26	By 31/03/27	By 30/06/27	By 30/09/27	By 31/12/27	By 30/03/28	By 30/06/28	By 30/09/28	By 31/12/28	By 31/03/29	By 30/06/29	By 30/09/29	By 31/12/29	By 31/03/30	By 30/06/30	By 30/09/30	By 31/12/30	By 31/03/31	
Theme 1: Openness and Transparency	1.1.1 1.3.1	1.1.2 1.1.3 1.1.5 1.1.6	1.1.5 1.1.7 1.1.9 1.6 1.8	1.1.4 1.1.8 1.7	1.3.2 1.4 1.5	1.2 1.3.3 1.5																
Theme 2: Wellbeing and Belonging		2.1.1	2.4.1		2.2 2.3		2.4.2															
Theme 3: Trustworthy Leadership	3.5	3.1.3	3.1.2 3.4		3.1.1 3.6	3.2 3.3.1	3.3.2															3.1
Theme 4: Developing Our Talent and Workforce		4.2 4.8.2 4.9	4.8.1		4.1 4.3 4.5 4.6 4.7 4.8.5	4.8.3 4.8.4	4.4 4.9					4.10										
Theme 5: Building the Basics	5.1 5.5 5.8 5.13		5.7		5.4	5.2 5.12 5.15		5.14	5.10 5.11	5.16												5.3

6 RESOURCING THE STRATEGY

The new Council Plan 2026 - 2031 sets the strategic direction for the Council over the next five years. This recognises, having progressed along its current path for over a decade, the Council has now reached a significant milestone, prompting the need for a comprehensive organisational review to assess how our services can be arranged with optimal efficiency, cost-effectiveness, and effectiveness. This process may lead to changes in service delivery and could also present opportunities to repurpose certain job roles and redefine resource allocation.

To help deliver the Council Plan, our People Strategy 2026 - 2031 is an ambitious plan, once achieved, will deliver the following benefits for the Council:

- Improved employee contribution arising from improved communication, involvement, motivation, and productivity.
- Better alignment of Organisation Development and Human Resources practices with the Council Plan and related strategies, helping the Council achieve its objectives.
- Enhanced Council performance attracting, developing, and retaining top talent, contributing to improved performance and service outcomes.
- Reduced turnover, absenteeism and related costs by focusing on wellbeing and development.
- A stronger Council brand, by creating a positive and supportive work environment that is more attractive to current and potential employees.

To realise our ambitions will require consistent strategic leadership by Elected Members and our Senior Management Team, together with the engagement of all staff, but especially our leaders throughout the Council. But we recognise that additional resources will be required to strengthen corporate communications, the potential creation of a programme management office and our Organisational Development and Human Resources Team. It is however important to acknowledge that the People Strategy 2026 - 2031 is a corporate strategy which requires corporate ownership and resourcing. So, the actions required cannot be solely assigned to the Organisation Development and Human Resources Team.

The successful delivery of our People Strategy 2026 - 2031 will require the creation of a People Strategy Implementation Programme with projects. Implementation will require assigning responsibility for each action within the Five Themes to an appropriate individual or team from across the Council, with mechanisms in place to ensure accountability.

7 REFERENCES

1. Citizen Engagement Survey 2024 Report (APSE).
2. The Organisational Health Check May 2024, Local Government Staff Commission (the Commission) Review Team.
3. Causeway Coast & Glens Borough Council People Plan 2024 to 2025
4. The Local Government Staff Commission for Northern Ireland Competency Framework for Local Government.
5. Causeway Coast & Glens Borough Council Communications Strategy 2021.
6. Causeway Coast & Glens Borough Council Connect, Contribute, Grow Performance Review Framework.
7. Causeway Coast & Glens Borough Council, Council Plan 2026 – 2031.