

**CORPORATE POLICY AND RESOURCES COMMITTEE MEETING  
TUESDAY 22 OCTOBER 2024**

<b>No</b>	<b>Item</b>	<b>Summary of Key Recommendations</b>	<b>Estimated Timescale for completion</b>
1.	Apologies	<b><i>Councillors Nicholl, Storey</i></b>	
2.	Declarations of Interest	<b><i>None</i></b>	
3.	Minutes of Corporate Policy and Resources Committee Meeting held Tuesday 24 September 2024	<b><i>Confirmed as a correct record</i></b>	
4.	Delegation – NILGA Leadership Programme for Elected Member Development	<b><i>Received</i></b>	
5.	ODHR Policies and Procedures		
5.1	Annual Leave Policy	<b><i>To recommend to Council the Annual Leave Policy for approval.</i></b>	<b><i>01 May 2025</i></b>
6.	Citizens Survey 2024	<b><i>To recommend that Council notes the contents of this report, outcomes and next steps, as well as the detailed results in the Survey Summary Report attached.</i></b>	<b><i>31 December 2024</i></b>
7.	2024/25 Performance Improvement Objectives Update	<b><i>To recommend that Council notes the content of this update report attached at Appendix 1.</i></b>	<b><i>22 October 2024</i></b>
8.	Corporate Services Management Accounts P5	<b><i>Noted</i></b>	<b><i>N/A – Monthly update</i></b>

<b>9.</b>	Conferences	<b>None</b>	<b>N/A</b>
<b>10.</b>	Correspondence		
<b>10.1</b>	Letter re Impact of Local Government Reform on Service Delivery and Cost Effectiveness in Northern Ireland	<b>Noted</b>	
<b>10.2</b>	Letter re Transformation Action Plan	<b>Noted</b>	
<b>10.3</b>	Draft Response to NHSCT Transforming General Surgery Consultation	<b>To recommend to Council the draft response to NHSCT Transforming General Surgery Consultation.</b>	
<b>11.</b>	Matters for Reporting to the Partnership Panel	<b>None</b>	
	<b>'In Committee' (Items 12-15 inclusive)</b>		
<b>12.</b>	Organisation Structural Review (Tiers 1 – 3)	<b>To recommend that the Report on the Strategic Review of the Senior Leadership Structure and the proposals be referred to full Council for consideration and that any recommendations made by the Corporate Policy and Resources Committee be considered at the full Council meeting to be held on Tuesday 05 November 2024.</b>	
<b>13.</b>	Minutes of the Transformation Programme Implementation Oversight Panel meeting held Monday 14 <sup>th</sup> October 2024	<b>To recommend that the Minutes of the Transformation Implementation Oversight Panel Meeting held Monday 14<sup>th</sup> October 2024 are adopted and recommendations therein approved.</b>	
<b>14.</b>	Transformation Programme – Record Keeping and Information Management	<b>To recommend to Council that the Action Plan Update is considered and noted.</b>	

15.	Minutes of the Land and Property Sub Committee meeting held Wednesday 02 October 2024	<b><i>To recommend that Council adopt the Minutes of the Land and Property Sub Committee meeting held Wednesday 02 October 2024 and recommendations therein approved.</i></b>	
16.	Any Other Relevant Business (notified in accordance with Standing Order 12(o))	<b><i>None</i></b>	

UNCONFIRMED

**MINUTES OF THE PROCEEDINGS OF THE MEETING OF THE  
CORPORATE POLICY & RESOURCES COMMITTEE  
HELD IN THE COUNCIL CHAMBER AND VIA VIDEOCONFERENCE  
ON TUESDAY 22 OCTOBER 2024  
AT 7.00 PM**

- In the Chair:** Alderman Knight-McQuillan (C)
- Present:** Alderman Boyle (C), Coyle (C), Fielding (C), S McKillop (C)  
Councillors C Archibald (C), Huggins (C), Jonathan  
McAuley (C), McCully (C), McShane (R), Peacock (R),  
Watson (R), Watton (C), Wilson (R)
- Officers Present:** D Jackson, Chief Executive (C)  
M Quinn, Director of Corporate Services (C)  
P Donaghy, Democratic and Central Services Manager (R)  
J McCarron, Performance and Transformation Officer (C)  
U Harper, Committee and Member Services Officer (C)
- In Attendance:** F Douglas, Regional Development Manager, Northern Ireland  
Local Government Association (R)  
T Bovaird, Chief Executive of Governance International and  
Professor at Birmingham University (R)  
D Stewart, Director, Local Government Staff Commission (C)
- A Lennox, ICT Operations Officer (C)  
M Kennedy, ICT Operations Officer (C)
- Press 3 no. (R) Public 1 no. (R)
- Key:** (C) Attended in the Chamber  
(R) Attended Remotely

The Director of Corporate Services undertook a roll call of Committee Members present.

The Chair advised Committee of its obligations and protocol whilst the meeting was being audio recorded.

**1. APOLOGIES**

Apologies were received from Councillor Nicholl and Councillor Storey.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3. MINUTES OF CORPORATE POLICY AND RESOURCES COMMITTEE  
MEETING HELD TUESDAY 24 SEPTEMBER 2024**

Copy, previously circulated.

**AGREED** – that the Minutes of the Corporate Policy and Resources Committee meeting held Tuesday 24 September 2024 are confirmed as a correct record.

#### **4. DELEGATION – NILGA LEADERSHIP PROGRAMME FOR ELECTED MEMBER DEVELOPMENT**

The Chair welcomed Fiona Douglas, Regional Development Manager, Northern Ireland Local Government Association (NILGA) to the meeting.

The Regional Development Manager for NILGA thanked the Committee for the opportunity to present and explained the role of NILGA. She introduced Tony Bovaird, Chief Executive of Governance International and Professor at Birmingham University, who is the lead facilitator of the leadership programme. She emphasised the importance of providing a tailored learning and development experience to support Councillors in addressing the many challenges they face.

The Chief Executive of Governance International gave Members an overview of the different modules involved in the Leadership Programme. He discussed the role of Councillors and the challenges they face. He informed Members of the requirements of the leadership programme and the skills that it helps to develop, and emphasised the fun aspect of it. He advised Members that there is the option for accreditation from the CPD Standards Office. He encouraged Members to get in touch to get further information on the programme.

Alderman S McKillop thanked the presenters and stated that, having participated on a training programme with them, she would encourage others to participate.

The Chair thanked both presenters for a very detailed presentation. She stated that she had participated in a previous programme that was very worthwhile and a great confidence boost, and stated that she would recommend it to anyone.

- \* **The Regional Development Manager of NILGA and the Chief Executive of Governance International left the meeting at 7.23pm.**

#### **5. ODHR POLICIES AND PROCEDURES**

##### **5.1 ANNUAL LEAVE POLICY**

Report, previously circulated, was presented by the Director of Corporate Services.

### **Purpose of Report**

The purpose of this report is to present Members with the Annual Leave Policy for consideration and approval.

### **Background**

This policy is to formalise the arrangements around annual leave for all employees to ensure a fair and equitable approach.

### **Purpose of the Policy**

The Annual Leave Policy details entitlements to annual leave and public holidays at Causeway Coast and Glens Borough Council, and requirements for annual leave arrangements, to ensure that all employees are aware of their rights and responsibilities regarding annual leave.

This policy applies to all directly employed employees within the Council regardless of whether they are fixed-term, temporary, permanent, full or part-time.

Annual leave entitlements will be provided in line with National Joint Council for Local Government and any agreements negotiated locally by Council and its recognised trade unions.

### **Consultation**

The draft policy has been considered and agreed at the Senior Management Team and the Trade Unions through the Action Group and Joint Consultative and Negotiating Committee (JCNC).

Legal advice has also been sought in relation to the details within the policy.

### **Equality Screening**

In accordance with Council's duty under Section 75 Equality Legislation, the policies have been screened and the result is that they were screened "out".

### **Recommendation**

**It is recommended** that the Corporate Policy and Resources Committee recommends to Council the Annual Leave Policy for approval.

In response to a query from Councillor Huggins, the Director of Corporate Services advised that compassionate leave falls under the Special Leave Policy that is currently in draft form and would be presented to Committee at a future date.

In response to queries from Alderman S McKillop, the Director of Corporate Services advised that there are two live systems for recording leave, with 95%

of staff are on the electronic system. She advised that staff using the manual system do so due to the circumstances of their work, but that this is continually reviewed. She further advised that holiday cover for staff is an operational issue overseen by relevant line managers and is decided based on the resourcing requirements of each work area, and that there should not be a cost associated with it.

Proposed by Councillor Huggins  
Seconded by Alderman S McKillop and

**AGREED** – to recommend to Council the Annual Leave Policy for approval.

## **6. CITIZENS SURVEY 2024**

For Information report, previously circulated, was presented by the Performance and Transformation Officer.

### **Purpose of Report**

The purpose of this report is to update Members on the outcomes and planned next steps following the Council's second Citizens Survey.

### **Background**

In January 2002, Council reported the outcomes of its first ever Citizens Survey. Council agreed that this process should be repeated in advance of the publication of Council's next Corporate Strategy.

It was agreed that Council would conduct Citizens Survey 2 at an appropriate period in either 2023 or 2024, and that this would be monitored through the Performance Improvement Plan

### **Citizens Survey**

The Citizen's Survey 2 was opened on 13<sup>th</sup> May 2024 and then closed on 30 July 2024.

The survey was a whole population survey with no sampling. The invitation to participate was distributed widely, with no apparent bias toward any demographic, geographical or other group. Although designed to be completed on-line, using a smart phone or computer, options were available for telephone and postal completion.

A promotional communications campaign was developed and issued through Council's website and social media channels. Furthermore, posters and leaflets were displayed at all Council facilities and local press and media were also utilised.

As this was Council's second Citizen's Survey, the decision was taken to repeat much of the content of the first survey to provide the ability to conduct direct comparisons over the time period. This also allows Council to continue to focus on key visible areas such as refuse collection, street cleansing, parks and open spaces, sport and leisure, births deaths and marriages, and community facilities.

### **Outcomes and Headline Results**

The survey resulted in 2,701 responses in total, which is an increase of 433 from Citizens Survey 1. The survey had a completion rate of 76%. Regardless of what proportion of the total population it represents, this is a statistically significant number. This means we can have a high degree of confidence (95%) that the views expressed will be in line with those of the population as a whole, give or take 2%.

A Survey Summary Report is attached at **Appendix 1** to this report (previously circulated).

Citizens were asked to rate Council's overall performance with a maximum score of 5 Stars. Council achieved an overall score of 3.11 which demonstrates that Council is viewed in a positive light. Indeed, 40% of respondents returned a satisfaction rate of 4 Stars or above.

The residents of Moyle gave lower scores on average than those of the other areas giving the council a star rating of 2.8. The areas with the highest overall average rating were Ballymoney and Limavady with 3.3.

Refuse collection tops the list in terms of the Service that citizens perceive as being most important to them. It is also the service that scored most highly on questions around performance. This service is evidently highly regarded and delivering against resident priorities.

Staff attitude was consistently one of the highest rated factors across all service areas which should be taken as a highly positive result. Often staff are the face of a council and the only element of the council that they might have direct contact with. Having residents recognise their hard work is a factor that should be applauded

Some early areas for improvement identified are the need for more facilities and programs for young people and a perception that some areas do less well than others in so far as council services are concerned.

1,105 respondents took the opportunity to provide further comments on any aspects of the Councils performance. This has provided an additional wealth of information, areas for improvement and valuable qualitative data. The areas



mentioned the most in the additional comments were Council facilities, recycling, local towns, community development and car parking.

### **Next Steps**

Members will be provided with a detailed breakdown of the results of the survey as well as access to the additional comments report.

Council Services will also be provided with a detailed breakdown of the results of the survey. Services will be asked to analyse the results and identify potential areas for improvement that could be developed through Service Business Plans and/or the Council's Performance Improvement Plan.

Council's Performance Team will continue to work closely with colleagues across the Council to use the Citizens Survey 2 findings in the development of the new Corporate Strategy.

We will publish the findings of our Citizens Survey on the Council's website and social media channels.

### **Recommendation**

**It is recommended** that the Corporate Policy and Resources Committee notes the contents of this report, outcomes and next steps, as well as the detailed results in the Survey Summary Report attached.

Councillor Huggins stated that the survey was good reading and that it was good to see a positive perception of Council employees. She stated that the survey responses raised pertinent issues such as fly tipping. She asked how many fixed penalty notices (FPNs) had been issued since the £400 fine had been introduced. She suggested that Council could publish on its website the number of FPNs issued, to show the work that Council is doing.

The Performance and Transformation Officer stated that he would seek the information on the number of fly tipping FPNs issued and ensure that it is provided to Members. He stated that he is working with the Communications team to improve the public's perception of their concerns being addressed.

Alderman Boyle congratulated the Performance and Transformation Officer on the very helpful report.

Alderman Coyle stated that it was good to see a positive outcome from the report and asked how Council compares to other similar councils. He stated that it was important to make Council employees aware of the positive feedback.

The Performance and Transformation Officer stated that it was very good for a public sector organisation of this size to score over three stars, as Council had done. He advised that it was difficult to compare beyond that, due to the different feedback techniques used by different organisations. He stated that he will look to appropriately communicate the positive feedback for staff.

Councillor McShane queried how the responses were achieved. She noted that the legacy Moyle Council area scored the lowest rating and suggested that it would be useful to investigate the comments for further information or themes to explain why this was the case. She stated that it would be useful for Councillors to see the comments section of the report.

The Performance and Transformation Officer advised that the survey was advertised in every Council facility, in local printed press, on the Council website and on social media pages, which included the use of paid prompts. He advised that an incentive to be entered into a draw for a £100 local high street voucher was also used. He further advised that the 1,100 additional comments would be circulated to Members as soon as possible.

In response to a query from Councillor McCully, the Performance and Transformation Officer advised that the response rate is broken down by DEA, and that comparisons with the 2021 survey were included where possible.

Alderman S McKillop stated that there would be merit in walking round the different towns and villages to see the issues and differences. She noted that street sweeping, cleansing and fly tipping were all identified as issues, which could indicate that this area is under-resourced.

The Performance and Transformation Officer advised that the survey data could be used as a basis for approaching the relevant Directors on issues of concern.

The Chair thanked the Performance and Transformation Officer for the good information and asked that the positive feedback be communicated to staff.

**AGREED** – to recommend that Council notes the contents of this report, outcomes and next steps, as well as the detailed results in the Survey Summary Report attached.

## **7. 2024/25 PERFORMANCE IMPROVEMENT OBJECTIVES UPDATE**

For Information report, previously circulated, was presented by the Performance and Transformation Officer.

### **Purpose of Report**

The purpose of this report is to present to Members, for information, an update on the performance against the 2024/25 Performance Improvement Objectives.

### **Background**

These five Performance Improvement Objectives for 2024/25 were agreed by Council in June 2024 and form part of Council's Performance Improvement Plan for 2024/25.

Council is committed to regular reporting on Objectives such as these, and furthermore a year-end report will be provided for Council in June 2025.

### **Recommendation**

**It is recommended** that the Corporate Policy and Resources Committee notes the content of this update report attached at Appendix 1.

**AGREED** – to recommend that Council notes the content of this update report attached at Appendix 1.

## **8. CORPORATE SERVICES MANAGEMENT ACCOUNTS P5**

Report, previously circulated, was presented by the Director of Corporate Services.

### **Purpose of Report**

The purpose of this report to provide Members with information on the current financial position of Corporate Services Directorate at the end of Period 5.

### **Background**

Council has approved the annual budget for Corporate Services and delegated authority to officers to utilise this budget in the provision of services to the rate payers. Corporate Services budget for 2024/25 is £6,323,338 and the Planning Budget is £1,870,125.

### **Detailed Analysis**

The Corporate Services position at Month 5 shows a £68,640 positive variance, as a result of £48k under budget in expenditure and £21K over budget in income.

### **Democratic Services (DS)**

£63K favourable due to various elements of expenditure being less than budget in Period 5 including the following: Members Mileage, Official and Courtesy Visits and an increase in Registration Income.

### **Land and Property**

£33k favourable at period 5 due to a vacant post within the structure.

### **Human Resources**



There were no conferences to report.

## 10. CORRESPONDENCE

Report, previously circulated, was presented by the Director of Corporate Services.

### **Purpose of Report**

The purpose of the report is to present correspondence for Members' consideration.

The following correspondence has been received:

### **10.1 Letter re Impact of Local Government Reform on Service Delivery and Cost Effectiveness in Northern Ireland**

Letter dated 03 October 2024 from Anthony Carleton, DfC addressed to the Chief Executive re: *Impact of Local Government Reform on Service Delivery and Cost Effectiveness in Northern Ireland* (previously circulated) along with associated Report entitled: "Impact of local government reform on service delivery and cost effectiveness" by DfC Analytics Division.

Committee noted the correspondence.

### **10.2 Letter re Transformation Action Plan**

Letter dated 09 October 2024 from the Minister for Communities, Gordon Lyons MLA addressed to the Mayor re: *Causeway Coast and Glens Council Transformation Action Plan* (previously circulated).

The Chair noted the Minister's response and stated that it was good to have it acknowledged that the two outstanding items were not completed.

Alderman S McKillop stated that she is glad that it is on record that Council was and is under-resourced, as this restricts its ability to deliver on all of its powers. She stated that this is unacceptable and that Council could do a lot more if it were fully resourced.

Committee noted the correspondence.

### **10.3 Draft Response to NHSCT Transforming General Surgery Consultation**

Draft Response as follows:

*Thank you for presenting to the Council's Corporate Policy and Resources Committee on the 24<sup>th</sup> of September 2024 and for the opportunity to respond to the proposed service changes within the Northern Trust area. You will have noted the sincerity in the engagement with local elected representatives on this important matter and the cross-party interest in your "Working with you to Transform General Surgery" proposals.*

*Councillors were reassured that you concur with the view of Professor Chris Whitty that future services must take into account the changing age demographics that are occurring outside the major cities because that is certainly impacting on this Council area. However, there is some apprehension that health resources are migrating to centralised urban areas. Obviously Elected Members expressed concern about the planned transfer of acute surgery from Causeway Hospital to Antrim Area Hospital and would seek reassurance that the new operating model will address the existing rural inequalities, in particular with regards to waiting lists which are longer in the Northern HSCT than in the Belfast HSCT.*

*A further fear is that removing acute surgery from Causeway will risk the sustainability of the other acute services as it is well known that the viability of an acute hospital requires the maintenance of the five key service "pillars" to remain effective (ie acute medicine, acute surgery, A&E, intensive care unit, and investigations such as Xray, CT and MRI).*

*The challenge of recruitment of consultant surgeons to Causeway is again presented as a problem, but it is understood that this is exacerbated by over-recruitment in the Belfast HSCT resulting in much easier on-call requirements and opportunity to 'double job' within the Independent Sector. Perhaps there could even be opportunity to readjust the Northern HSCT boundaries in Newtownabbey to help to balance the workload on your surgeons even if they are centralised within the Antrim Hospital.*

*The proposals that you presented appear to align with the recent "Hospitals - Creating A Network For Better Outcomes" report from the Health Minister, and backed up by the return visit of Professor Raphael Bengoa. The rationale for change is well understood within the so-called 'burning platform' of resource pressures, however, it unfortunately plays to a Belfast-focused agenda. It is noticeable within the report that twenty percent of the least deprived areas in the Province largely surround the Greater Belfast Area.*

*In summary, the Council simply seeks reassurance that these proposals will improve the health of its rural community and not disadvantage citizens because of the distance to the Regional Centres and Area Hospitals.*

*Council would be happy to discuss further any of the points raised.*

### **Recommendation**

**It is recommended** that Corporate Policy and Resources Committee consider the correspondence report.

Proposed by Alderman Boyle

Seconded by Councillor Huggins and

**AGREED** – to recommend to Council the draft response to NHSC Transforming General Surgery Consultation.

## 11. MATTERS FOR REPORTING TO THE PARTNERSHIP PANEL

There were no matters to report to the Partnership Panel.

### CHANGE TO ORDER OF BUSINESS

The Chair advised that Agenda Item 15, Organisation Structural Review (Tiers 1 – 3) would be heard next.

### MOTION TO PROCEED ‘*IN COMMITTEE*’

Proposed by Councillor Jonathan McAuley  
Seconded by Councillor Watton and

**AGREED** – to recommend that Council move ‘*In Committee*’.

- \* **Press and Public were disconnected from the meeting at 7.59pm.**

The Chair advised that the meeting would take a short recess.

- \* **The Director of Corporate Services left the Chamber at 7.59pm.**

The meeting resumed at 8.07pm.

***The information contained in the following items is restricted in accordance with Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014.***

The Chair advised Committee of its obligations and protocol whilst the meeting was being audio recorded.

- \* **The Director of the Local Government Staff Commission joined the meeting in the Chamber at 8.07pm.**

## 12. ORGANISATION STRUCTURAL REVIEW (TIERS 1 – 3)

Confidential report, previously circulated, was presented as read by the Chair.

Confidential by virtue of paragraph 4 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014.

### **Purpose of Report**

The aim of the review process is to meet the agreed actions contained in the Transformation Programme Plan as identified above and to identify whether the Council’s current service structures and leadership arrangements need to be changed to discharge statutory governance duties, meet corporate objectives and deliver sustainable borough wide growth.

### **Recommendation**

**It is recommended** that the Report on the Strategic Review of the Senior Leadership Structure and the proposals be referred to full Council for consideration and that any recommendations made by the Corporate Policy and Resources Committee be considered at the full Council meeting to be held on Tuesday 05 November 2024.

Councillor Huggins proposed that this proposal be brought to the full Council meeting as it is such a huge decision for Councillors.

Proposed by Councillor Huggins  
Seconded by Alderman Boyle and

**AGREED** – to recommend that the Report on the Strategic Review of the Senior Leadership Structure and the proposals be referred to full Council for consideration to be held on Tuesday 05 November 2024.

\* **The Director of Corporate Services returned to the Chamber at 8.13pm.**

### **13. MINUTES OF THE TRANSFORMATION PROGRAMME IMPLEMENTATION OVERSIGHT PANEL MEETING HELD MONDAY 14<sup>TH</sup> OCTOBER 2024**

Copy previously circulated, presented as read by the Chair.

Proposed by Alderman Boyle  
Seconded by Councillor McCully and

**AGREED** – to recommend that the Minutes of the Transformation Implementation Oversight Panel Meeting held Monday 14<sup>th</sup> October 2024 are adopted and recommendations therein approved.

### **14. TRANSFORMATION PROGRAMME – RECORD KEEPING AND INFORMATION MANAGEMENT**

For Information, Confidential report, previously circulated, was presented by the Director of Corporate Services.

Confidential by virtue of paragraphs 3 and 5 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014.

#### **Purpose of Report**

The purpose of this report is to present an update on the Transformation Action Plan - Records Management and Information Management Procedures.

#### **Recommendation**

**It is recommended** that the Action Plan Update is considered and noted.



**AGREED** – to recommend to Council that the Action Plan Update is considered and noted.

**15. MINUTES OF THE LAND AND PROPERTY SUB COMMITTEE MEETING HELD WEDNESDAY 02 OCTOBER 2024**

Copy previously circulated, presented as read by the Chair.

The Chair allowed a query from Councillor Watton, in relation to Waterworld Portrush. The Director of Corporate Services advised that a paper regarding Waterworld Portrush would be brought to a future meeting of the Land and Property Sub-Committee.

Proposed by Councillor Huggins  
Seconded by Alderman S McKillop and

**AGREED** – to recommend that the minutes of the Land and Property Sub Committee meeting held Wednesday 02 October 2024, are approved and the recommendations therein.

**16. ANY OTHER RELEVANT BUSINESS (NOTIFIED IN ACCORDANCE WITH STANDING ORDER 12(O))**

There were no items of Any Other Relevant Business.

**MOTION TO PROCEED ‘IN PUBLIC’**

Proposed by Councillor Huggins  
Seconded by Councillor McCully and

**RESOLVED** – that Council move ‘*In Public*’

There being no further business, the Chair thanked everyone for their attendance.

The meeting concluded at 8.17pm.

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Chair