



10th January 2020

Chairman: Councillor R Carlin
Vice-Chairman: Alderman S P Porter
Aldermen: A G Ewart MBE and S Martin
Councillors: S Carson, A P Ewing, J Gallen, M Guy, D Honeyford, S Hughes,
J Lavery BEM, U Mackin, John Palmer, A Swan and N Trimble
Ex Officio The Right Worshipful The Mayor, Councillor A Givan
Deputy Mayor, Councillor J McCarthy

The Monthly Meeting of the **Corporate Services Committee** will be held in the **Cherry Room, Island Civic Centre, The Island, Lisburn on Wednesday 15th January 2020 at 6.00pm** for the transaction of business on the undernoted Agenda.

Hot food will be available from 5.30 pm in Lighters Restaurant.

You are requested to attend.

DAVID BURNS
Chief Executive
Lisburn and Castlereagh City Council

Agenda

1 APOLOGIES

2 DECLARATION OF MEMBERS' INTERESTS:

- (i) Conflict of Interest on any matter before the meeting (Members to confirm the specific item)
- (ii) Pecuniary and non-pecuniary interest (Member to complete the Disclosure of Interest form)

3 PRESENTATION BY LAND & PROPERTY SERVICES – REVAL2020 (6.05 pm) (Item 5.1 refers)

4 REPORT FROM BUSINESS & DEMOCRATIC SERVICES

- 4.1 Northern Ireland Local Government Association (NILGA)
Seminar – “Councils Driving the Local Economy”
23rd January 2020
Canal Court Hotel, Newry
- 4.2 Dunmurry Manor Care Home – Presentation by
Commissioner for Older People for Northern Ireland

5 REPORT OF HEAD OF FINANCE (ACTING)

- 5.1 Presentation by Land & Property Services – Reval2020

6 REPORT OF HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

- 6.1 Investors in People Combined Insights Assessment and Health and Wellbeing Award

7 CONFIDENTIAL REPORT FROM CHIEF EXECUTIVE

Members are requested to go to the Confidential Section of the Corporate Services Committee folder on SharePoint to access information

- 7.1 **2020/2021 Estimates for Corporate Services**
(Confidential for reason of information which reveals that the Council proposes to make an order or direction under any statutory provision.)

7 CONFIDENTIAL REPORT FROM CHIEF EXECUTIVE (Continued)

7.2 Bad Debt Write-Off

(Confidential for reason of information which is likely to reveal the identity of an individual.)

7.3 Bad Debt summary report for April – December 2019

(Confidential for (i) reason of information which is likely to reveal the identity of an individual and (ii) for reason of Information relating to the financial or business affairs of any particular person including the Council holding that information.)

7.4 Review of Charges

(Confidential for reason of Information relating to the financial or business affairs of any particular person including the Council holding that information.)

7.5 Replacement of Audio Visual and Public Address Equipment in Council Chamber

(Confidential for reason of Information relating to the financial or business affairs of any particular person including the Council holding that information.)

7.6 Revision to Policy on Invitations to Civic Functions, Visits and Council Events

(Confidential for reason of Information relating to the financial or business affairs of any particular person including the Council holding that information.)

7.7 Efficiency Review Steering Group Amendment to Costs for Voluntary Severance

(Confidential for reason of information relating to any individual.)

7.8 Review of Local Government Reform – Terms of Reference

(Confidential for reason of Information relating to the financial or business affairs of any particular person including the Council holding that information.)

7.9 Citizenship Ceremonies

(Confidential for reason of Information relating to the financial or business affairs of any particular person including the Council holding that information.)

8. ANY OTHER BUSINESS

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To: Members of Lisburn & Castlereagh City Council

Corporate Services Committee

15th January 2020

Report from:

PCSP/Member Services Manager

Item for Decision

TITLE:

ITEM 4.1

Northern Ireland Local Government Association (NILGA)
Seminar – “Councils Driving the Local Economy”
23rd January 2020
Canal Court Hotel, Newry

Background and Key Issues:

I refer to the decision of the Committee on the 11th December 2019 that the Council approve any expenses associated with Members attending the above seminar.

I can advise that Councillors Jenny Palmer and A Swan have been registered for the seminar.

Recommendation:

It is recommended that the attendance of Councillors Jenny Palmer and A Swan at the NILGA seminar entitled “Councils Driving the Local Economy” in Newry on the 23rd January 2020 be approved and that the Council be responsible for the payment of approved expenses in this regard.

It is further recommended that – as previous agreed - the attendance of any other Member who may subsequently asked to be registered for the seminar be approved.

Finance and Resource Implications:

Payment of approved expenses for Members' attendance.

Screening:

Equality and Good Relations

No

Environmental Impact Assessment

No

Rural Impact Assessment

No

SUBJECT TO PLANNING APPROVAL:

No

If Yes, "This is a decision of this Committee only. Members of the Planning Committee are not bound by the decision of this Committee. Members of the Planning Committee shall consider any related planning application in accordance with the applicable legislation and with an open mind, taking into account all relevant matters and leaving out irrelevant consideration".

APPENDICES:

None.

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

Corporate Services Committee

15th January 2020

Report from:

PCSP/Member Services Manager

Item for Decision

TITLE:

ITEM 4.2

Dunmurry Manor Care Home – Presentation by Commissioner for Older People for Northern Ireland

Background and Key Issues:

Members will be aware that the Commissioner for Older People for Northern Ireland has been carrying out an investigation into the Dunmurry Manor Care Home. The Council has previously been advised of the Commissioner's agreement to meet with the Council once his investigation was complete.

The COPNI office has advised that the Commissioner shall be in a position to present to the Council after the 29th January 2020. Accordingly the Commissioner for Older People for NI has confirmed he will address the Committee at its meeting to be held on the 12th February 2020. All Members of the Council shall be invited for the presentation.

Deputations scheduled for February and March 2020 have been deferred to March & April 2020 respectively.

Recommendation:

It is recommended that the Commissioner for Older People for Northern Ireland be received at the meeting of Committee to be held on the 12th February 2020 in order to present on the "Home Truths" investigation into the Dunmurry Manor Care Home.

It is further recommended that an invitation be extended to all Members of Council to attend the meeting of Committee on the 12th February 2020 for the Commissioner's presentation.

Finance and Resource Implications:

None.

Screening:

Equality and
Good
Relations

No

Environmental
Impact
Assessment

No

Rural Impact
Assessment

No

SUBJECT TO PLANNING APPROVAL:

No

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APPENDICES:

None.

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

Corporate Services Committee

15th January 2020

Report from:

Acting Head of Finance

Item for Decision

TITLE:

ITEM 5.1

Presentation by Land and Property Services – Reval2020

Background and Key Issues:

Land & Property Services (LPS) have revalued properties in Northern Ireland for business rates and have produced a new non-domestic valuation list which will come into effect on 1 April 2020.

LPS has carried out this revaluation after a five year period to ensure that business rates stay up to date and reflect local economic changes, thereby distributing rate liability fairly across all sectors and locations in line with 2018 rental values. The purpose of a revaluation is to rebalance business rates; in itself a revaluation is a revenue neutral process.

The new valuation list will be published online by 31 March 2020 and the new rateable values used to calculate rate bills from 1 April 2020. Business ratepayers cannot formally challenge their valuation until 1 April 2020 when it becomes the statutory valuation list.

The following official will be in attendance and he is scheduled to be received at 6.05pm:-

David Ross, Commissioner of Valuation from Land & Property Services.

Recommendation:

It is recommended that the presentation on behalf of Land and Property Services be received.

Finance and Resource Implications:

Impact on penny product and conversion factor for 20/21 Estimates.

Screening:

Equality and Good Relations	No	Environmental Impact Assessment	No	Rural Impact Assessment	No
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SUBJECT TO PLANNING APPROVAL: No

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APPENDICES: None

HAS IT BEEN SUBJECT TO CALL IN TO DATE? No

If Yes, please insert date:

Corporate Services Committee

15th January 2020

Report from:

Head of Human Resources and Organisation Development

Item for Decision

TITLE:

ITEM 6.1

Investors in People Combined Insights Assessment and Health and Wellbeing Award

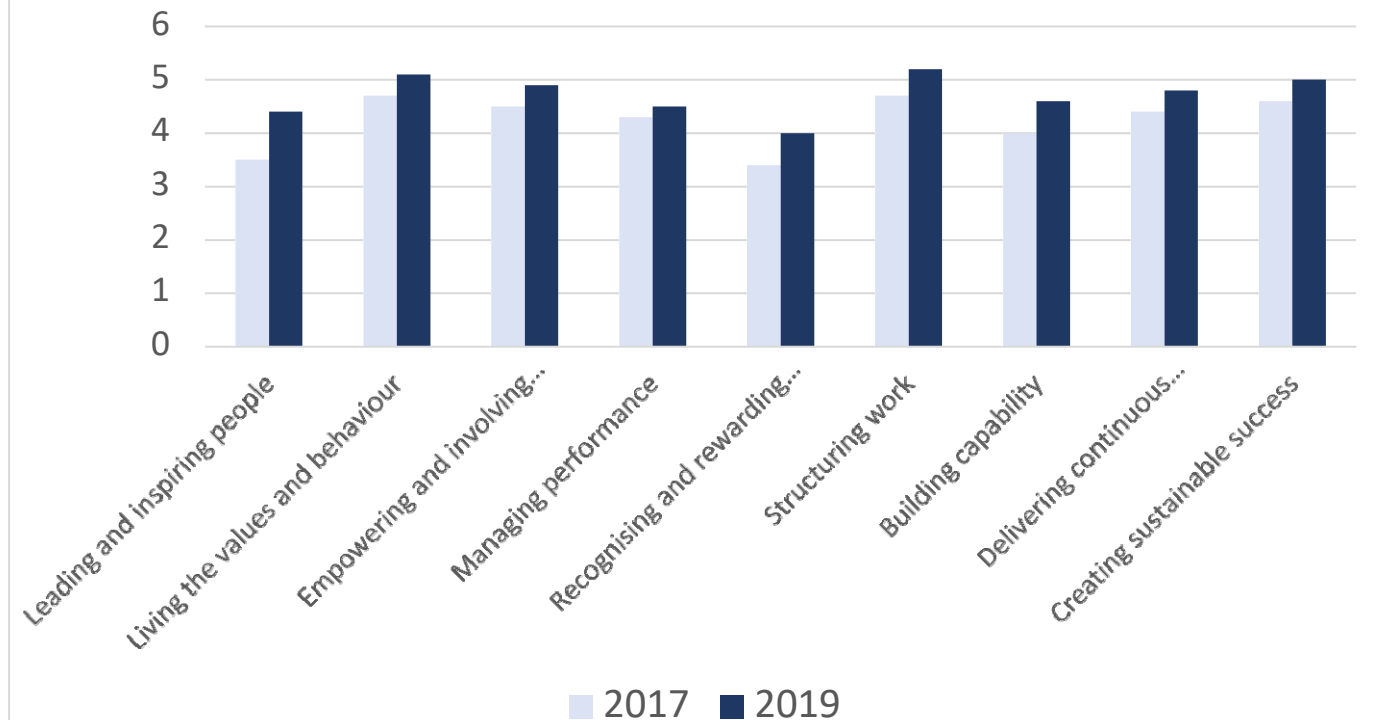
Background and Key Issues:

The Council was assessed as part of a process of continuous assessment by Investors in People (IiP) in June 2017 with the Council achieving a Silver Award (Version 5 Framework). The Version 5 IiP has now been replaced with Generation 6. This is a very different framework, offering a greater degree of stretch focusing on both performance and improvement. Organisations have to prove sustained positive outcomes and impact over a period of time.

An IiP survey and focus group activities were deployed in the autumn 2017 to establish a 'where are we now' picture. The findings reflected the challenges the Council was experiencing at the time and the impact of peoples' perceptions and attitudes aligned to the themes within the Generation 6 Standard

The Council committed in June 2019 to prepare for an Insights Assessment and survey aligned to the Generation 6 Standard and in the autumn 2019. Additionally Council agreed to include assessment against the IiP Health and Wellbeing Award. Staff were asked to contribute to the assessment survey during October 2019 via email and open access links. A good response rate of over 40% was achieved (compared to 28% in 2017). The survey gathered perception data across the indicators and theme within the Standard and these were also compared to the 2017 survey results. The table below shows the comparison of the 2017 vs 2019 survey results. The IiP Assessor reported that 'the Council should be pleased that the ratings show an increase across all nine indicators which is a positive outcome, demonstrating improvement over the past two years. The strongest areas are associated with core values, work structures and sustainable success.

Comparison of IIP Survey Results (2017 vs 2019)



Further evidence was gathered through face to face discussions and focus groups with 60 individuals during nine days in November. The IIP Assessor has reported that 'People generally expressed an opinion that although the Council is still in a period of transition, this was coming to an end with the working environment feeling more stable and settled. Many of those interviewed believe that the Council is both a good employer and a good place to work. They cited, in particular, high degrees of teamwork and peer support'.

The objective for the Council to be assessed against the IIP Health and Wellbeing Award was to provide an evaluation of the Council's current practices, identify areas for improvement to support the enhancement of formal policies and strategies, as well as to externally recognise Council's efforts and commitment to improving the health and wellbeing of Members and staff. The Assessor stated that 'the focus on enhancing health and wellbeing is also viewed as positively impacting culture, with people reflecting that the Council is more concerned and caring about them as individuals'. The Assessor confirmed accreditation in relation to the Health and Wellbeing Award. Lisburn and Castlereagh City Council is the only council in Northern Ireland to achieve this accreditation. The Health and Wellbeing report is attached.

An Engagement Event was held on 19 December where the process of feeding back the results of the Insights Assessment began. The event was attended by over 600 Members and Employees where successes and achievements during 2019 were also celebrated.

Recommendation:

1. To approve the development of an action plan to support the enhancement of people management and development practices in the Council which will assist progression against all 9 framework indicators, within three years.
2. To note the accreditation in relation to the Health and Wellbeing Award and a culture, which is people focused and clearly aligns strategy, policy and practice.

Finance and Resource Implications:

N/A

Screening:

Equality and Good Relations

No

Environmental Impact Assessment

No

Rural Impact Assessment

No

SUBJECT TO PLANNING APPROVAL:

No

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APPENDICES:

Appendix 1 HROD:

Extract from the combined Insights Assessment and Health and Wellbeing Award Assessment Report

HAS IT BEEN SUBJECT TO CALL IN TO DATE?

No

If Yes, please insert date:

Extract from the combined Insights Assessment and Health and Wellbeing Award Assessment Report

Health and Wellbeing Award Report

As an organisation committed to the principles of Investors in People, Lisburn and Castlereagh City Council is fully aware of the impact that effective and appropriate health and wellbeing activities can have on the morale and motivation of its workforce. Over the past two years in particular, practices have been enhanced, to address health issues; encourage personal growth and development; strengthen teams through positive relationships; and create a work environment which attempts to support a positive psychological contract. At the core of this is an evolving values-base aligned to the mission, vision and overarching Council ambition.

There is undoubtedly a commitment to the principles and concept of health and wellbeing, through the creation of a Health and Wellbeing Action Plan and strategy. This is underpinned by meaningful activity, organised events and encouragement to be involved in health-related initiatives.

Although there is greater formality around health and wellbeing strategies and policies, it is fair to say that practice is still embedding. Progress to date has provided a sound platform to support physical, psychological and social wellbeing across the workforce.

As a result of people's participation in the various initiatives, the Council can demonstrate benefits. The most notable of all is the focus on building strong teams leading to an effective social support network, promoting a culture which encourages peer support and positive relationships. This was reinforced by many of those interviewed during the course of the assessment.

As part of the next phase of the organisation's health and wellbeing journey the decision was made to gauge progress so far through assessment against the Investors in People Health and Wellbeing Award. The objective is to provide an evaluation of current practices, identify areas for improvement to support the enhancement of formal policies and strategies, as well as to externally recognise efforts and commitment to improving the health and wellbeing of staff.

The following narrative provides a summary of the findings based around the health and wellbeing framework derived from an on-site visit. It confirms accreditation in relation to the health and wellbeing award and a culture, which is people-focused and clearly aligns strategy, policy and practice.

Overview of Findings

The organisation can demonstrate a very firm commitment to staff health and wellbeing over recent years. It is identified as a priority within a detailed Health and Wellbeing strategy and associated action plan. The plan identifies five key action areas and aligned areas of focus with clearly defined outcomes.

The strategy outlines a clear vision for building an environment and culture in which employee health and wellbeing is central. A set of actions have been identified with the purpose of creating a work environment that promotes healthy behaviours and mindsets; and key areas of focus under five themes. The various health and wellbeing initiatives have been created not only to support different teams and their members with their health and wellbeing needs but also to ensure that appropriate resources and interventions are made available to engage people in changing their lifestyle for the betterment of themselves and ultimately the organisation.

“...worked hard to promote wellbeing and setting objectives and reviewing outcomes aligned to the actions”

“...presenting the way forward as a blueprint to getting people engaged and changing mindsets”

Throughout the assessment people provided many examples of how physical wellbeing needs are being addressed through a range of support initiatives. Examples provided included: walking groups, yoga and Pilates sessions, Subsidised Vitality Membership; Men's Health Campaigns; MOT style check-ups; Cycle to Work scheme; risk assessments; stringent health and safety standards; and promoting healthy eating. Reference was also made to the introduction of Health Champions to support teams and organise events.

“...they do provide support and services to take care of your health”

“...the Vitality membership has been simply excellent”

“...very focussed on providing a safe working environment...this is raised during team meetings”

“...definitely pushing a healthy agenda...how we live...what we eat...what we do ”

Undoubtedly a sound base has been established to address physical wellbeing needs within the Council. As the health and wellbeing strategy evolves, it will be important to promote the various initiatives further and encourage line managers specifically to work closely with their team members to increase levels of awareness, interest and participation in physical wellbeing activity. It would also be good practice to consider how the support for physical wellbeing can be tailored to provide health solutions addressing individual motivations and specific needs. This will help ensure people continue to be engaged in physical wellbeing activity as it suits their needs either because of the challenge involved or simply because it is something, they are more comfortable with.

Actively valuing and promoting 'good mental health' is recognised as extremely important within the Council. Several approaches have been established to strengthen psychological wellbeing. Support is offered internally through certified Mental Health First Aiders, active in the organisation over the past couple of years. In addition, Mental Health Toolkits have been developed.

Guidance on mental health talking points and also a series of lunch and learn sessions have been used to focus on various health issues including emotional resilience and fundamentally mental health. Sessions around managing stress and identifying key triggers were also highlighted by a number of people at interview. The focus on mental issues is viewed both positively and as being sincere.

Over and above these formal initiatives, a supportive culture is also acknowledged by people as developing within teams, with references to 1-1 meetings with line management addressing issues of stress and frustration with work. Many of those interviewed consistently referenced teamwork, and the availability of colleagues to listen and be supportive during difficult personal situations. This is viewed as beneficial in sustaining a strong support network and reflective of a culture which is people-centric.

“...if there was something, I needed to talk about there are people within the team I can turn to”

“...this is a caring team and a good organisation to work for and the fact that there is a lot of interest in our health says a lot about what the Council is trying to do”

“...I've never needed to discuss personal issues or problems with anyone, but I feel that the right environment is here that I know I would be treated with respect”

Building on what has been achieved and moving forward it is vitally important that leadership and management development continues to be treated as a priority and targets enhancing skills, awareness and techniques to identify, manage and proactively address adverse mental health issues in the organisation.

The Council is working hard to build and sustain a positive team spirit and a good working environment in the face of ongoing change. There were examples of team-building events, the establishment of a choir, internal team get togethers, fundraising activities, social and sports events and an annual all-staff Christmas meeting. The use of project working groups was also highlighted as an effective way to bring people together from different parts of the Council helping to forge new relationships, putting a face to a name and developing important informal internal networks.

Feedback at interview highlighted that most people enjoy positive relationships within their team. Where this is the case people appreciate the genuine effort made to create a culture that is open and supportive, where managers are interested in individuals and not purely the job function and targeted outputs.

The commitment and actions taken to build a supportive, friendly and inclusive workplace, whether through the introduction of formal policies, strategies, actions plans, use of team-based activities or simply building an improved working environment and positive culture should be acknowledged. People do acknowledge the efforts being made and view this as a very positive step forward.

Perhaps one area of concern of particular note was in relation to a number of people feeling that activities can be very *Lagan Valley Island centric* and as a result people can feel excluded from them. This is an area where further focus from the Council would be helpful and a theme that Health Champions can explore with their teams.

As Health and Wellbeing strategies evolve, are implemented and become subject to review, it would be helpful if consideration could also be given to increasing the direct involvement of people in their evaluation and refresh. A broader input will lead to a greater sense of ownership and collective energy to promote health and wellbeing strategy implementation, policy and practice across the organisation.

“...the teamwork makes the job worthwhile they have been a real help to me”

“...a real effort to reduce an us and them mentality and remove silos...will take time but moving in the right direction”

“...they are doing the right things just need to make sure as many people can take part as possible”

“...the Choir is definitely a fantastic way to meet colleagues and develop new work friendships”

Outcome and Recommendations

The findings from combined Insights and Health and Wellbeing assessment completed in November 2019 confirm that Lisburn and Castlereagh City Council meets the necessary requirements to receive the Investors in People Health and Wellbeing Award. The performance levels achieved reflect an Established Level for all three Themes, as detailed in the table below:

		Developed	Established	Advanced	High Performing
Health and Wellbeing	Supporting physical wellbeing				
	Supporting psychological wellbeing				
	Supporting social wellbeing				

This is a positive outcome is reflective of the direction from the Council to support and build a proactive culture that understands the importance and impact of implementing robust and effective health and wellbeing strategies.

Undoubtedly, workforce health plays a key role in successful organisations; and evidence suggests that a healthy workforce is more productive and has lower turnover. Clearly, the need to prioritise employee health and wellbeing is a key consideration that benefits all stakeholders. One of the most powerful benefits is the contribution it makes towards securing the employee engagement organisations need to deliver change successfully.

The Council can demonstrate sound approaches to address staff health and wellbeing; and, a good degree of focus has already started to build strong levels of commitment and motivation; creating a culture and environment that fosters wellbeing at every level. Considering the findings of both the outcomes of the Insights and Health and Wellbeing Assessments, and building on good practice in place, the Council should continue to develop its strategies and consider which of the following actions have merit:

1. Introducing wellbeing as a specific core value or as an integral part of a detailed definition.
2. Enhancing the health and wellbeing offering to include a greater focus on tailored solutions addressing individual, motivations and specific needs.
3. Developing the Health and Wellbeing Champions Group, involving people with an interest in health and wellbeing, tasked with generating and implementing innovative ideas to encourage involvement and engagement in health and wellbeing activities.
4. Reinforcing the role leadership play in identifying, managing and proactively addressing adverse mental health issues.
5. Ensuring Health and Wellbeing activity is viewed as easily and fairly accessible by everyone throughout the Council.
6. Sharing good practice to give visibility across the organisation to provide inspiration for future developments on health and wellbeing activities, successes and achievements.