

# Performance & Quality Management Framework



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**Armagh City  
Banbridge  
& Craigavon**  
Borough Council

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# SECTION 01



## Introduction

Armagh City, Banbridge and Craigavon Council is committed to ensuring continuous performance improvement in delivery of its services across all areas of the organisation. Within Council's Performance and Quality Management Framework it is everyone's responsibility to maintain high standards and to ensure that all our rate payers and customers receive high-quality, cost-effective services.

Our Performance and Quality Management approach is aligned to a number of key strategic plans, including the Borough's Community Plan, our Corporate Plan and our Performance Improvement Plan. The approach is carried through into our Business Plans and other action plans as well as with team and the individual performance /development conversations (PDCs). The process is supported by reporting and monitoring at corporate, department and team level as appropriate.

## Aim/Purpose

Council aims to operate a performance and quality management system where everyone knows what needs to be achieved, what is required of them and when, what is measured and managed, and what progress is being made. The framework aims to further embed the use of data and performance management into the core management activity of the organisation.

Effective performance and quality management will help to ensure corporate objectives and commitments are prioritised and that resources are allocated effectively so that we realise our corporate vision

“ a healthy, happy and connected community, a vibrant and sustainable economy and appealing places for living, working and learning.”

The framework also sets out the governance and assurance in place which further supports continual performance improvement.

The purpose of this Performance and Quality Management Framework is to:

- Fundamentally improve services and outcomes for local people.
- Motivate staff by ensuring that individuals are aware of their own targets and how these contribute to achieving the Council's vision.
- Provide early warning of, and rectification of, poor performance.
- Ensure the Council and its partners achieve what we have set out to do.
- Provide a strong evidence base for improved decision-making and the efficient use of resources.
- Ensure compliance with the statutory duty for continuous improvement under The Local Government Act (NI) 2014.

In addition, and essentially to help achieve the overall aim of Performance and Quality Management, Council will strive to ensure that the following characteristics, which are important in high performing organisations, are embedded across the Council:

- A performance improvement culture inspired by strong leadership.
- Up to date, regular and robust performance data.
- Agreed lines of individual accountability.
- Clear performance management review, combining challenge and support.

Furthermore, the Local Government Act (Northern Ireland) 2014 Part 12-General Duty to Improve, places a general duty on councils to 'make arrangements to secure continuous improvement in the exercise of its functions'

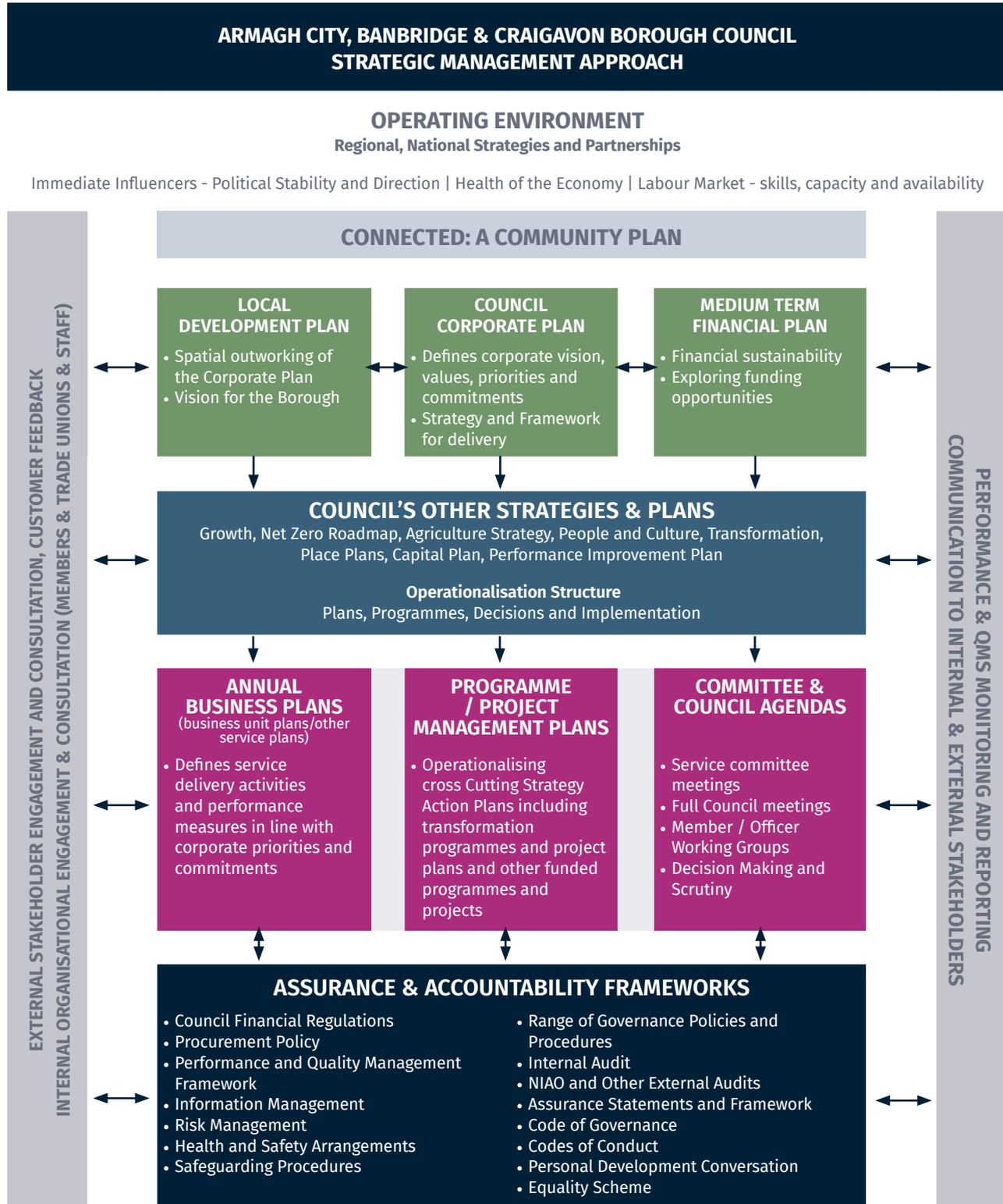
Section 84(1) includes:

- **Continuous improvement:** Councils should seek to continuously ensure that the most effective arrangements are in place for delivering their functions and that they are able to understand and demonstrate the impact for citizens.
- **Functions:** defined in its broadest sense, whereby an individual Council exercises its general responsibilities and delivers services (statutory or discretionary) in accordance with its agreed strategic ambitions and priorities.
- **Making arrangements to improve:** This requires a Council to put in place arrangements which enable it to effectively understand local needs and priorities, to make best use of its resources and capacity to meet them, as well as to evaluate the impact of its actions. 'Arrangements' can be interpreted as, an "*improvement framework*" which itself may also include other supporting strategies, plans, frameworks, policies and processes.

An Addendum to Local Government Performance Improvement Guidance (June 2019) details 'Arrangements' can be interpreted as an 'improvement framework'.

## Strategic Approach to Management

The Council’s Strategic Approach to Management is represented in the diagram below, demonstrating how all of the components align and work together in the delivery of Council services. It seeks to link the overarching Council priorities and commitments to service and individual work plans, making clear the contribution individuals make towards achieving strategic outcomes.



The diagram above illustrates the need for connections between all levels. This golden thread is supported by engagement and improvement processes. The plans listed above are illustrative of the key plans, rather than an exhaustive list.

# SECTION 02

## Performance & Quality Management Improvement Cycle (Plan, Do, Review)

All elements of the Council’s Performance & Quality Management Framework are built around the annual planning and reporting cycle with specific action being undertaken in the 4 financial quarters of each year. These elements are cyclical in nature and aim to deliver continuous improvement by following the ‘Plan’ ‘Do’ ‘Review’ process.

<b>PLAN</b> 	<b>DO</b> 	<b>REVIEW</b> 
<p>The Corporate Plan 2024- 2027 is aligned to the Borough’s Community Plan and reflects our Corporate Commitments.</p> <p>The Local Development Plan is the spatial reflection of the Community Plan and is an essential tool in achieving Council’s vision.</p> <p>The Council’s Medium Term Financial Plan projects the funding gap between what the Council currently does and the cost of this, together with expected increases in the costs of goods and services v the income that we are likely to receive.</p> <p>As part of estimates process, Council also agrees funding towards the delivery of a Capital Plan and agrees resource budgets to accompany business plan delivery.</p> <p>Each year Council publishes a Performance Improvement Plan focusing on specific areas for improvement.</p> <p>Annual Business Plans are developed outlining agreed actions, performance measures, service standards and risks associated with their delivery of the Council’s services, the operational outworking of the Corporate Plan and aligned to agreed estimates budgets.</p> <p>Feedback from stakeholder engagement, public consultation, surveys, as well as ongoing customer and staff feedback is considered and reflected in future service planning and helps identify opportunities for continuous improvement.</p> <p>We plan and manage our current and future workforce requirements and work with a range of partners and stakeholders to deliver Borough wide, local and regional plans to improve outcomes for the region.</p>	<p>The Council staffing structure includes corporate services which sit with the CE and Deputy CE, with responsibility for frontline service delivery sitting with 3 Directors.</p> <p>Managers at all levels manage people, budget, services and projects. This includes the performance of our strategies, plans, programmes, projects and contracts. We use project management tools and a matrix management approach to deliver identified priority programmes/projects to further transform and improve service delivery.</p> <p>Comply with all related governance and legislative frameworks providing assurance to senior managers, Elected Members &amp; the public.</p> <p>Manage the risks and opportunities of meeting objectives at corporate, department and project level.</p> <p>All staff strive to fulfil our definition of Customer Care- ‘Engage Positively, Serve Passionately, Deliver Consistently, because we care.’</p> <p>All staff will maintain Council’s 3 values: People-centred, Leaders and Responsible, central to the overall identity of the organization.</p> <p>We make informed decisions aligned with our corporate plan and available resources through our management structures at service committees and Full Council.</p> <p>We offer and deliver a wide range of services across the Borough to customers, residents, businesses and other stakeholders.</p>	<p>As set out below we have an agreed set of reporting arrangements, including an Accountability Framework / Quality Management System (QMS) using software for monitoring and reporting.</p> <p>A range of performance information is reviewed by managers monthly/ quarterly and is reported to senior management and made available to Members via service committee reports as well as quarterly performance reports to the Performance &amp; Audit Committee and annual self-assessment reports published on the Council’s main website.</p> <p>We assess our performance continually throughout the year reviewing progress on strategies/ plans and considering customer and staff feedback on how we delivered.</p> <p>We collate both internal and external assessment of our achievements, which enables us to provide assurance to stakeholders.</p> <p>We regularly review with staff their own personal performance and development needs linking them to the strategic commitments of Council through our business plans and projects using the Personal Development Conversation (PDC) process at least twice per year.</p>

## Implementing A NEW Accountability Framework

A new Accountability Framework proposing the development of a Quality Management System (QMS) was approved by Council in December 2022.

The implementation of the QMS involves regular review and reporting on data at all levels in the organisation, including Quarterly Corporate Performance Reports to Performance & Audit Committee which commenced in March 2024.

### Quality Management System (QMS)

Management information and how we use it is crucial to effectively inform decision-making, planning and delivery of our services. QMS seeks to introduce a consistency of approach in collating, monitoring and reporting data sets and information across Council which will support with the identification of critical influences on service delivery and track overall performance. It will assist with more informed decision making and provide additional transparency for the public.

The benefits of using QMS include:

- Ensuring a holistic view of service delivery taking into account quantitative and qualitative data.
- Providing Teams with access to all relevant data in one location/dataset.
- Enabling the triangulation of data, bringing together data to ensure a full understanding of what is happening.
- More focused Team Meetings/Agendas, ensuring consideration is given to relevant issues, identifying key challenges and celebrating achievements.
- Better informed decisions, action and risk management – *'What gets measured gets done'*
- It will help us demonstrate the impact of small change projects/ initiatives as well as longer-term strategic/service improvement projects.

Diagram 1 sets out our Quality Management System linking to our corporate vision, priorities, quality parameters, key performance measures and outcomes.

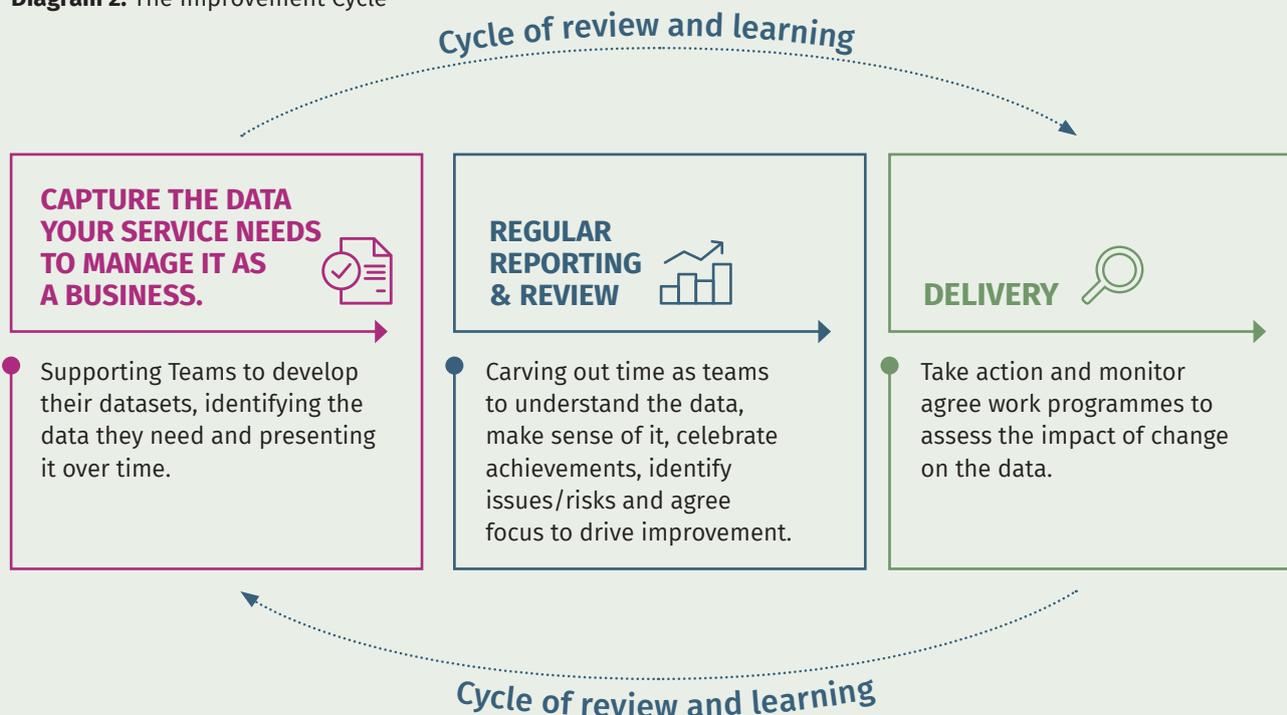
Diagram 1: ABC Council Quality Monitoring System



**UNDERPINNED BY:** **Active Leadership** | **Cultural Change** | **Collective & Meaningful Partnerships** | **Engaged Resources**

The approach is simple as set out in the Improvement Cycle shown in Diagram 2 below with the three stages becoming a loop of review and learning:

**Diagram 2:** The Improvement Cycle



### Stage 1: Capture the data your business needs to manage it as a business

The development of the QMS involves working with service teams at every level to capture the range of different data they need to help them to better understand and manage their services.

Teams across Council have built and continue to build and develop the system, which has involved pulling together centrally key information and data from across our service areas, and presenting this in a user-friendly format through Power Bi.

Corporate data sets have now been prepared and contain a broad set of indicators, such as sickness/absence information; internal and external audit recommendations; link to customer complaints; Council policies; freedom of information requests; health & safety incidents; spend v budget; trends in energy costs and other expenditure costs.

In addition to this, we have a rolling programme of work to develop bespoke/service specific data to support all Teams. To support the continuous improvement of their services, Teams have easy access to the full range

of data they need. This will be an ongoing and evolving piece of work as new indicators are introduced and developed over time.

The QMS will continue to involve the development of technical solutions for departments to enable better or more efficient and robust data capture before transferring across into the central system. There is potential to develop this further through digital strategy solutions in the future.

### Stage 2: Regular Review & Reporting

Since January 2024, formal arrangements have been put in place at all levels to ensure regular review and reporting, this includes:

- **Monthly Department/Team meetings** - monthly review of relevant data (identifying challenges, recognising achievements, and agreeing actions to address issues and risks) and quarterly review of progress against business plans and risk registers.
- **Directorate Management Team meetings** - HOD reporting to Directorate Management Team meetings on a quarterly basis.
- **Executive Management Team meetings** - Director reporting to EMT on a bi-annual basis.

- **Performance & Audit Committee**
  - Quarterly Corporate Performance reports to provide a focus on key performance areas relating to people and financial management and business planning at a corporate level.
  - Annual Performance Self-Assessment Report (September)
- **Service Committees** - 6 month and annual business plan progress reports

Appendix 1 illustrates the range of monitoring and external reporting that takes place in addition to and incorporating the QMS.

### Stage 3: Delivery

Action is then required to be taken and monitoring of agreed work programmes to assess the impact of change on the data.

A QMS Teams Site is set up so it will have a cover sheet with 6 tiles representing 6 key areas and data sets as follows:

<b>BUSINESS PLAN</b>	<b>MANAGING PEOPLE</b>
<b>MANAGING SERVICES</b>	<b>MANAGING PROJECTS</b>
<b>MANAGING FINANCES</b>	<b>RISKS</b>

All data will be at department level and where possible business unit level. It will include the following: where and when available:

#### Managing People

- Vacancies
- Sickness/absence
- Annual leave
- Performance Development Conversations
- Compliance with statutory & mandatory training
- Staff engagement & experience / survey outcomes and Team Improvement Plans

#### Managing Finance

- Budget
  - Actual Expenditure v Budget (trends for both staff and services)
  - Income Trend v Target
  - Overtime Spend v Budget

- Facility costs (including gas and electricity)
- Procurement
- Contract Management
- Efficiency Projects

#### Managing Services

- Safety & Compliance
  - Health & Safety Incidents - Serious Injury or Fatality, Reporting of Injuries, Diseases, Dangerous Occurrences Regulations.
  - Risk Assessments
  - Fraud incidents
  - Cyber Incidents
  - Freedom of Information, Environmental Information Requests, Subject Access Request
  - Data Breaches
  - Raising concerns (whistle-blowing)
  - Safeguarding Referrals
  - Legal Cases
  - Insurance claims
- Policies & Audit
  - Internal Audit Recommendations
  - External Audit Recommendations
  - Policies
- Service Specific Data
  - User numbers
  - Unmet demand
  - Performance Indicators & Standards
- Service Quality & Experience
  - Community engagement & experience/ survey outcomes
  - Customer Compliments
  - Customer Complaints - numbers and themes to inform learning and improvement
  - Benchmarking Data
  - Accreditations & Awards

#### Managing Projects

- Service improvement projects - progress/reporting against action plan (link to Smart Sheet)

#### Benchmarking

Benchmarking is conducted to compare the Council's performance to those of other NI Councils in relation to statutory performance indicators and standards, and where appropriate, in relation to the aspects of our performance. Internal benchmarking over time is also undertaken and reported on through our business plan reports and through the use of QMS reports which will also show trends which managers can use for informal internal bench marking.

As a member of APSE some service areas also make use of the regional and national bench marking opportunities.

# SECTION 03

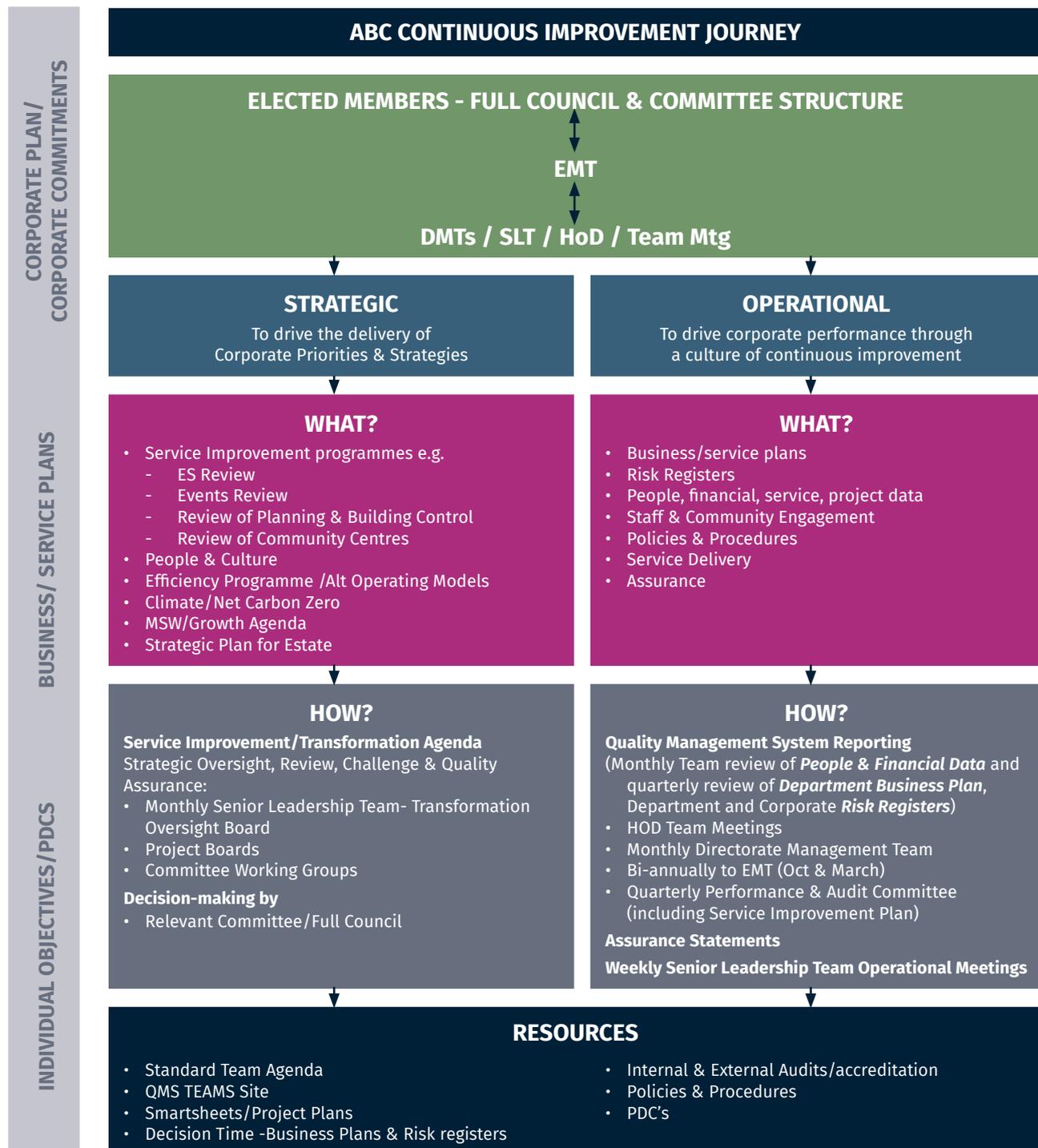


# Ways in which the Council Delivers Performance & Quality Management

## Our Continuous Improvement Journey

Diagram 3 provides further detail on the mechanisms we have in place to further our continuous improvement journey and highlights the strategic and operational drivers, what our current priorities are and how we are going to deliver, report and provide assurance at various levels of management and Council aligned to our strategic and operational plans.

**Diagram 3:** COUNCIL'S CONTINUOUS IMPROVEMENT JOURNEY



## Strategic Management Approach

Performance and Quality Management, as reflected in our Strategic Approach to Management diagram in Section 1, is supported by the various governance and assurance arrangements, policies, processes.

This section gives a summary of a range of governance and assurance arrangements in place.

### Partnership Working

The Council must work effectively with its partners, properly considering partnership working when devising its plans and applying consistent standards of performance management when trying to achieve shared outcomes.

### Community Plan

'Connected' the Community Plan for Armagh City, Banbridge and Craigavon Borough sets out 9 shared outcomes which together aim to improve the well-being of everyone in the area. All the partners involved in community planning have agreed on and share responsibility for achieving these outcomes. Work to achieve these long-term outcomes is taken forward through the Partnerships four sub-committees who work together to deliver the partnership's collaborative action plan.

There is statutory guidance which sets the performance management of the community plan taking an outcomes-based approach. The Partnership publishes a Statement of Progress every two years which reports on our progress towards realising the long-term outcomes. By tracking long term population indicators and reporting on our Partnership's impact through our collaborative actions e.g. what we do, we can review if anyone is better off as a result.

As one of the 12 partners, Council embeds and demonstrates our contribution to the Community Plan outcomes through our aligned corporate plan. Further information on community planning can be found by visiting [armaghbanbridgecraigavon.gov.uk/resident/community-planning/](https://armaghbanbridgecraigavon.gov.uk/resident/community-planning/)

### Local Development Plan

Council is responsible for preparing a Local Development Plan (LDP) for the Borough, in consultation with local citizens and key stakeholders. This will provide a policy framework and land use proposals, to guide development within the Borough.

The Local Development Plan will:

- Provide a 15-year plan framework to support economic, environmental and social needs in the borough, in line with regional strategies and policies, whilst delivering sustainable development to help meet Climate Change targets.
- Provide a clear vision to facilitate growth, by coordinating public and private investment, to encourage development where it can be of most benefit to our community.
- Allocate sufficient land to meet the needs of the Borough.
- Provide an opportunity for all stakeholders, including the public, to have a say about where and how development within the local area should take place
- Deliver the spatial aspects of the Community Plan.

The development of the Local Development Plan is strategically overseen by the Planning and Regulatory Service Committee, and once adopted will be monitored every year and reviewed every 5 years

### Corporate Plan

Our Corporate Plan sets out our ambitious aims for the Borough. It outlines our ongoing commitments to provide high quality, efficient and effective public services, facilities, projects and programmes. To ensure we perform and deliver our commitments our Business Planning process is fundamental.

In addition, we also need to deliver on cross-cutting corporate priorities, drawing on expertise and resources from a number of departments for the time limited delivery of specific projects or programmes. This approach is essential for delivery on both the Community Plan and Corporate Plan.

Priorities that are cross-cutting are agreed and recognised as requiring a particular collaborative approach and are identified through corporate planning or annual business planning. A Senior Responsible Owner (SRO) is appointed for all key cross cutting projects with Senior Leadership Team (SLT) acting as the Transformation Oversight Board reviewing progress.

### Medium Term Financial Plan (MTFP)

The MTFP sets out the projected financial position of the Council and is a reference document for the affordability of the Council's priorities over the next five years. Financial planning is part of the Council's integrated planning process and is a critical ingredient in relation to the Corporate Plan and business plans. In line with best practice in this area, the Council's financial planning system should:

- Help Members determine priorities and their timing
- Forecast changes in demand for services
- Show the impact of changes in legislation on spending
- Align demand with available resources
- Provide the framework for service plans
- Respond to and reflect Government funding proposals

Budgets are set based on need and priorities as agreed with Members during the budget setting process and in line with Medium Term Financial Plan (MTFP) and corporate priorities.

### Council's Other Strategies & Action Plans

Whilst Council Strategies and Action Plans will be referenced at a high level within the Business Plans, the delivery and detail may be captured in separate Action/Programme/Project Plans, including business unit or service specific plans. These will be reported on as agreed by the designated officer/manager to the relevant Senior Responsible Owner/Officer which may be a Head of Department or Director and to the relevant service committees.

### Transformation Programme and Project Management

Within our strategic management approach, the Senior Leadership Team with Members have identified a number of corporate priority transformation programmes/ projects we are committed to delivering. The Chief Executive /Deputy Chief Executive Directorate is responsible for overseeing and driving the development and delivery of the Council's Transformation Programme. The Corporate priorities will be delivered using a Programme and Project Management approach. This ensures strategic oversight and governance is in place to enable informed decision making, encourage matrix working and add more value across the organisation. These will be monitored and reported through Programme Boards

and Teams. A monthly Transformation Oversight Board (TOB) oversee and support the effective delivery of Council's Transformation Programme, support the Senior Responsible Owner (SRO) in making decisions, and provide both challenge and approval on issues affecting progress. The role of the TOB (SLT Members) is specifically to:

- Review and agree the draft programme of work and resource plan for delivery.
- Monitor progress in the delivery of the agreed programme of work, in terms of objectives, budget and timescales.
- Ensure consistency in monitoring and reporting processes and documentation to relevant committees and Full Council.
- Provide a challenge and Quality Assurance function to drive continuous improvement in planning, delivery and evaluation.
- Provide support as needed to address and mitigate key issues and risks.
- Enable connections to be made across transformation programmes, ensuring an appropriate strategic response to any unintended consequences, and a proactive approach in internal and external communications;
- Support sharing of learning across programmes and Directorates.

### Climate

Council is committed to taking effective action and focusing on sustainable strategies to secure a better future for generations to come. A Borough-wide Net-Zero Carbon Roadmap Analysis and Council Climate and Sustainability Strategy and Action Plan are being developed. It is our ambition to transition towards a greener, cleaner, and more resilient Borough, so that we can achieve regional and national targets. Monitoring and reporting on the final Action Plan will be developed during 2024/25 within an agreed internal and external reporting framework.

### Capital Programme

The Capital Oversight Board deliver the Capital Plan in accordance with the current Capital Programme process. The Capital Plan is reviewed to take account of additional capital projects as part of the estimates setting process each year. A prioritisation process is also used with the aim of identifying possible future capital projects.

### **Annual Business Planning**

The Council's Corporate Plan focuses on how the Council will deliver its contribution to the Community Plan and deliver the Council's priorities. The Business Plans show how services will deliver the Corporate Plan, any service priorities and actions that contribute to achievement of improvement objectives, and other corporate strategies, programmes or projects.

Progress on Business Plans are reported quarterly to each Director, to EMT (via bi-annual QMS reports) and on a 6-month and annual basis to relevant service committees. A high-level progress report is also

included in the Quarterly Performance Report to the Performance and Audit Committee. Year-end progress is reported through the published Annual Performance Self-Assessment Report.

The timelines on pages 18-21 set out the new Annual Business Planning development process and Business Plan progress Reporting process.



TIMELINE FOR DEVELOPMENT OF NEW BUSINESS PLANS		
DUE DATE	ACTION	RESPONSIBLE OFFICER
BY END OF WEEK 1 JANUARY	<b>Reminder to initiate NEW Business Plan</b> Development Process issued to Directors and availability of assistance from Performance Team	Improvement Manager
BY 31 JANUARY	<b>NEW Draft Business Plan Workshop</b> Directorate BP Workshop completed, led by Directors <ul style="list-style-type: none"> <li>• Review Performance Progress to date</li> <li>• Review current and future Risks</li> <li>• Develop NEW Business Plan Actions</li> </ul> (Reference Guidance documents provided by Performance Team)	Directors
BY END OF FEBRUARY	<b>Develop NEW Draft Business Plans</b> <ul style="list-style-type: none"> <li>- NEW Draft Business Plans (Narrative &amp; Actions) developed by Heads of Department / Business Plan Owners</li> <li>- Finalise details within OneAdvanced Performance Management System (GOALS)</li> <li>- Director's approve NEW Business Plans</li> </ul>	Directors & Heads of Department/ Business Plan Owners
BY END OF FEBRUARY	<ul style="list-style-type: none"> <li>- Reminder /Check in with Directors &amp; Business Plan Owners on NEW Business Plan development regarding availability of Quality Assurance assistance</li> </ul>	Improvement Manager
BY END WEEK 2 MARCH	<b>Use of Quality Assurances support for NEW Draft Business Plans</b> <ul style="list-style-type: none"> <li>- Quality Assurance available to all Departments by Performance Team (pre-bookable slots)</li> </ul>	Heads of Department/ Business Plan Owners
BY 2ND MONDAY IN APRIL	<b>Approval of NEW Draft Business Plans by EMT</b> <ul style="list-style-type: none"> <li>- Approval of DRAFT Business Plans and associated Risks by Directors and EMT</li> </ul>	Directors & EMT
BY 31 MAY	<b>Approval of NEW Draft Business Plans by Service Committees</b> <ul style="list-style-type: none"> <li>- Service Committee Approval of NEW Business Plans</li> <li>- Full Council ratification</li> </ul>	Directors

## TIMELINE FOR BUSINESS PLAN PROGRESS REPORTING

DUE DATE	ACTION	RESPONSIBLE OFFICER	DUE DATE	ACTION	RESPONSIBLE OFFICER
BY END OF WEEK 2 JULY	<b>Update Q1 Business Plan Progress</b> - Update Q1 (1st April – 30 June) Business Plan progress on GOALS	Heads of Department / Business Plan Owners	BY END OF WEEK 2 JANUARY	<b>Update Q3 Business Plan Progress</b> - Update Q3 (1st Oct – 31 Dec) Business Plan progress on GOALS	Heads of Department / Business Plan Owners
BY 31 JULY	<b>Directors' approval of Q1 Progress</b> - Directors approve Q1 Progress - Confirmation email issued to performance@armaghbanbridgecraigavon.gov.uk	Directors	BY 31 JANUARY	<b>Directors' approval of Q3 Progress</b> - Directors approve Q3 Progress - Confirmation email issued to performance@armaghbanbridgecraigavon.gov.uk	Directors
BY THE END OF WEEK 2 AUGUST	- Upon Director confirmation, download Corporate Performance Summary from GOALS to inform September Quarterly Performance Report to Performance & Audit Committee	Improvement Manager	BY END OF WEEK 2 FEBRUARY	- Upon Director confirmation, download Corporate Performance Summary from GOALS to inform March Quarterly Performance Report to Performance & Audit Committee	Improvement Manager
SEPTEMBER	<b>Committee Update</b> - Quarterly Corporate Performance Report to Performance & Audit Committee (including Business Plan progress at Qtr1)	Performance Team	MARCH	<b>Committee Update</b> - Quarterly Corporate Performance Report to Performance & Audit Committee (including Business Plan progress at Qtr3)	Performance Team
BY END OF WEEK 2 OCTOBER	<b>Update Q2 Business Plan Progress</b> - Update Q1 (1st July - 30 Sept) Business Plan progress on GOALS	Heads of Department / Business Plan Owners	BY END OF WEEK 2 APRIL	<b>Update Q4 Business Plan Progress</b> - Update Q4 (1st Jan– 31 March) Business Plan progress on GOALS	Heads of Department / Business Plan Owners
BY END OF WEEK 3 OCTOBER	<b>Directors' approval of 6-month Progress</b> - Directors approve 6-month Progress - Confirmation email issued to performance@armaghbanbridgecraigavon.gov.uk	Directors	BY END OF WEEK 1 MAY	<b>Directors' approval of Year End Progress</b> - Directors approve Year End Progress - Confirmation email issued to performance@armaghbanbridgecraigavon.gov.uk	Directors
BY THE END OF WEEK 2 NOVEMBER	<b>Committee Update</b> - 6 monthly Business Plan Progress reports to Service Committees (up to the end of Qtr2)	Directors	BY END OF WEEK 2 MAY	<b>EMT review all Year End Business Plan Progress Reports</b> - EMT approve Year End Progress - Confirmation email issued to performance@armaghbanbridgecraigavon.gov.uk	Executive Management Team
	- Download Corporate Performance Summary from GOALS to inform December Quarterly Performance Report to Performance & Audit Committee	Improvement Manager	BY END OF WEEK 4 MAY	- Upon confirmation download Corporate Performance Summary from GOALS to inform June Quarterly Performance Report to Performance & Audit Committee	Improvement Manager
DECEMBER	<b>Committee Update</b> - Quarterly Corporate Performance Report to Performance & Audit Committee (including Business Plan progress at Qtr2)	Performance Team	BY END OF WEEK 2 JUNE	<b>Committee Updates</b> - Annual Business Plan Progress reports to Service Committees	Directors
	Directors QMS reports to EMT	Directors		- Annual Corporate Performance Report to Performance & Audit Committee (including Annual /Year End Business Plan progress)	Performance Team
				Directors Bi-annual QMS reports to EMT	Directors

### Funded Programmes /Projects

The Council’s ambition is to maximise the potential of the external funding environment to ensure the highest levels of investment and benefit to the Borough.

The development of a co-ordinated, corporate approach to exploring, identifying and prioritising key strategic projects across departments through the Strategic Investment Projects Group (SIPG), provides the widest possible impact on Council’s offering. The SIPG has been established to ensure timely and accurate

information on existing and potential external funding opportunities. It is centrally collated and disseminated across Council, ensuring resources are available to maximise funding opportunities. Pipeline priority revenue and capital projects are appropriately aligned to relevant funding opportunities and to ensure that funding applications are effectively monitored.



### Council Committees

Armagh City, Banbridge and Craigavon Borough Council has 41 democratically elected Members, representing 7 District Electoral Areas.

The Council is a decision-making body that meets once a month to discuss, oversee and ratify decisions taken by Committees. It has 5 Committees that meet monthly and a Performance and Audit Committee that meets quarterly. An Annual General Meeting (AGM) is held each year when a Lord Mayor and Deputy Lord Mayor are elected. Chairs and Vice-Chairs of service committees are also elected at the AGM.

Details of Committee meetings and relevant papers can be found at [abc.public-minutes.com](https://www.abc.public-minutes.com)

We must ensure that we embed a system of governance which takes consideration of the development, agreement, and review of plans, while maintaining a segregation of duties allowing us to internally scrutinise our own processes and decisions.

Each **Service Committee** will have responsibility for:

- Annually agreeing the appropriate departmental plans including risk register and to review/monitoring of same at 6 months and end of year.
- Agreeing, overseeing and reporting on the detail of service reviews/transformation within the appropriate departments.

Specifically, the Performance and Audit Committee’s role is to assist the Council in fulfilling its responsibility for the integrity of the Council’s Statutory Annual Accounts.

## Assurance

### Council's Financial Regulations

A crucial thread in the business/service planning cycle is financial planning and management - planning how to allocate resources, understanding what you can afford to do, managing budgets and managing your cost and income risks.



Budget and financial management is the responsibility of departments, and the Finance Team is available to offer advice and guidance to assist with this. Get to know the Finance Team and talk to them before starting any major projects or spend.



The Finance Team have developed processes and policies (including the Financial Regulations) to assist all officers meet their financial responsibilities.



Own your budget and understand your budget. Have robust performance systems & processes, with targets & benchmarking.



Don't commit unless you have the funding. Spend within your budget.



Be aware of and manage your risks.



Comply with financial regulations/ procurement rules.



Remember confidentiality of financial information especially staffing.



Know your cost drivers so you understand what you have to influence and to manage your budget.

Monthly reports detailing actual financial performance against profiled budgets are prepared by the Finance Team and issued to Directors, Heads of Department and other budget holders via QMS/Management Accounts reports, to enable the review by budget holders and Department & Directorate Management Teams.

A quarterly finance report is also presented to the Governance, Resources and Strategy Committee and Executive Management Team

The estimates process is initiated in Summer/Autumn each year, with the 'rate struck/agreed' in February for the year ahead.

### Efficiencies

During recent years Council has been facing unprecedented financial pressures. As a result, Council will continue to actively review where efficiencies can be found, in conjunction with new ways of working, to ensure sustainability of annual budgets, council reserves and service delivery whilst maintaining reasonable rates adjustments.

### Procurement

The Procurement Team facilitates spend over £20,000 where a competitive process obtains "best value for money" for the organisation by choosing the bid that offers the most advantageous combination of

cost, quality, and sustainability (where possible). All Procurement activity is conducted in line with relevant legislation and Government policy. Responsibility for spend under £20,000 rests with departments and must be conducted in line with the internal Procurement Policy and Procurement Handbook and associated template documents.

The Procurement Team also records all Single Supplier Actions (SSAs) for presenting at the Quarterly Performance and Audit Committee.

### Contract Management

Effective Contract Management is fundamental for the Council to ensure that it is receiving the goods/services that it has procured, on time, at the agreed price and at the requisite quality. It also involves building a good working relationship between customer and provider, and involves managing pro-actively to anticipate future needs as well as reacting to situations that arise.

A Contract Management Policy is in place that provides departments with a standardised approach to ensure third party suppliers and providers fulfil their contractual obligations, and to drive continuous improvement and performance in the delivery of contracted services.

The benefits of this policy will further deliver end user outcomes by managing supplier performance. It will ensure value for money, quality, productivity and effective risk management, whilst informing future commissioning to help shape decisions around service design and delivery and the best route to source future services.

### Information Management

Council receives a substantial number of requests for information each year. The Council's Access to Information Policy aims to ensure all requests receive appropriate handling and provides timely access to information held by the Council. This is in line with legislative requirements and Council's statutory obligations to promote openness, transparency and accountability in the public sector.

The Information Management Transformation Programme (IMTP) is an organisation wide information management and cultural change programme to improve information management within Council. The programme is made up of 4 elements, Retention & Disposal Schedule, Information Asset Registers, File Plan and Electronic Document Records Management System (EDRMS).

The method for implementing the EDRMS element in SharePoint is being reviewed for progressing in 2024/25.

### Data Collection and Quality

Robust and timely data is essential to inform decision making and identify where performance needs to be improved.

Data requirements should be designed along the principle of 'getting it right first time' to avoid wasting time and money spent on cleansing data, interfacing between different information systems, matching and consolidating data from multiple databases, and maintaining outdated systems.

The Audit Commission provides six key characteristics of good data quality:

- **Accuracy:** Data should be sufficiently accurate for their intended purposes. It should be captured once only, although the data may have multiple uses. Reported information that is based on accurate data provides a fair picture of performance and should enable informed decision making
- **Validity:** Data should be recorded and input within the necessary format required. This ensures consistency of reporting. Where 'proxy' data are used to compensate for an absence of actual data, bodies must consider how well these data are able to satisfy the intended purpose.
- **Reliability:** Managers and stakeholders should be entirely confident that data is reflecting real changes rather than variations in data collection approaches and methods
- **Timeliness:** Data should be captured as quickly as possible after the event or activity and must be available for the intended use within a reasonable time period.
- **Relevance:** Data captured should be relevant to the purposes for which they are used. This entails periodic review of requirements to reflect changing needs.
- **Completeness:** Information is extracted regularly and efficiently and communicated quickly

The Council's Data Analyst key purpose is to support the Council in the development of a data and an evidence-based approach to support the creation of the Community Plan, Corporate Plan, Local Development Plan, and related key strategies for the Borough. In addition, they access and analyse data on behalf of the Council to allow for the development of policy, develop funding bids and to monitor progress and impact of Council initiatives, advice and potential opportunities and benefits for Council.

Council's Performance Improvement Officer is responsible for working closely with departments and Data Analyst to assist in the collation, maintenance and analysis of performance data to identify opportunities for improvement on an ongoing basis, to demonstrate continuous improvement.

### Risk Management

Risk management has a strong link to performance management – if risks are not managed effectively then it is unlikely that Council will deliver its objectives, commitments and achieve value for money.

Likewise, if measured and informed risk is not taken then Council may be subject to missed opportunity. Council's Risk Management Policy sets out our approach to risk management both internally and within the wider environment in which the Council operates.

All risk registers are reviewed at least quarterly. The Corporate Risk Register along with a set of directorate area risk registers and any significant project risk registers are reported on a quarterly basis to the Performance and Audit Committee as set out in the table below:

### Risk Management Review & Reporting Timetable

MONTH	QUARTERLY REVIEW BY RISK OWNERS	REPORTED TO EMT	REPORTED TO P&A COMMITTEE
APRIL	Corporate Risk Register All Departmental Risk Registers All relevant Project Risk Registers		
MAY		Corporate Risk Register	
JUNE			Corporate Risk Register Environmental Services & Sustainability Directorate Risk Registers & significant Project Risk Registers
JULY	Corporate Risk Register All Departmental Risk Registers All relevant Project Risk Registers		
AUGUST		Corporate Risk Register	
SEPTEMBER			Corporate Risk Register Regulatory Services, Facilities & Assets Directorate Risk Registers & significant Project Risk Registers
OCTOBER	Corporate Risk Register All Departmental Risk Registers All relevant Project Risk Registers		
NOVEMBER		Corporate Risk Register	
DECEMBER			Corporate Risk Register Development, Community & Well-being Directorate Risk Registers & significant Project Risk Registers
JANUARY	Corporate Risk Register All Departmental Risk Registers All relevant Project Risk Registers		
FEBRUARY		Corporate Risk Register	
MARCH			Corporate Risk Register CE/DCE Directorate Risk Registers & significant Project Risk Registers

The reports highlight the key financial and operational risks and provide information about related controls, mitigations and any further actions required to reach the target risk scores. At the P&A Committees a 'deep dive' on a number of corporate risks is presented, to enhance Members understanding of the risks, mitigations and further actions required to reduce the risks. A summary of the relevant directorate risks being reported each quarter is also presented.

Business plan actions include reference to any related corporate, project or departmental risks. This means that risks are considered at the planning stage so that ongoing mitigation and additional actions can where relevant be planned into business plans. 'Risk Manager' Software is being used by all departments and projects to capture and report on progress.

### **Business Continuity**

Having the right business continuity plans in place can help ensure the impact on the quality and performance of Council services is reduced. Business continuity arrangements and plans, especially for our most critical services, including business impact assessments, will be further reviewed and developed, taking on board valuable lessons learned from our experiences to date, especially during the Covid 19 pandemic. This will ensure the implementation of a new Business Continuity Policy approved by Council in November 2024 with a focus to build on and develop arrangements, and provide training to relevant employees.

### **Cyber Security**

World events and the relationships between nations have had an impact on how the Council secures and protects information and systems. Council systems are constantly at risk from scams by Cybercriminals, or attack by hackers, nation-state actors, and cyberterrorists. Council has, and will continue to, invest resources into improving the security posture of the organisation, making every effort to ensure confidentiality of personal and sensitive information, the integrity of data and information, and the availability of network and information systems.

The Council has implemented technical controls and protective systems to protect networks and users from threats. Policies and procedures have been implemented to create a safe working environment, building good working practices into how we do business. We continue to educate our users on the need for cyber security and how everyone plays a part in protecting the organisation. We monitor and review activity on the network to identify any area of weakness or suspicious activity which might indicate a cyber incident. We will continue

to assess the effectiveness of these protection measures and work to improve the ability of the organisation to respond to these ever evolving and changing threats.

### **Health & Safety**

Health and safety is a top priority and complementary to everything Council does as outlined in our Corporate Health and Safety Policy. Health and safety performance is recognised as contributing to the overall Council performance by helping reduce injury, ill health, losses and liability. The safety and resilience team support departments comply with Health and Safety regulations to mitigate legal and financial risks, enhancing the organisation's reputation and trustworthiness. Additionally, proactive measures prevent disruptions to operations, ensuring business continuity and resilience.

### **Emergency Preparedness**

Emergency preparedness is crucial for ensuring Council's resilience and business continuity. We live in a complex and interdependent world with unprecedented challenges to our normal way of life. Some of these challenges are relatively new, such as disruptive cyber-attacks and some are centuries old, like severe weather and pandemics. Each challenge has the potential to disrupt our way of living. Through the Councils' Emergency Planning Implementation Group, plans are developed, implemented and tested to minimise disruption and harm to Council services and residents of the Borough.

### **Safeguarding**

Council's Safeguarding Policy and associated procedures are in place to ensure that Council meets its legal and moral safeguarding responsibilities to children, adults at risk and people that it directly or indirectly provides a service to. The policy aims to ensure that a holistic approach to safeguarding is embedded within all Council services, and that elected members, employees, casual workers, agency workers, grant-aided organisations, contractors and volunteers understand their role and responsibilities in relation to safeguarding. It provides elected members, employees, casual workers, agency workers and volunteers with the tools and knowledge to safeguard children and adults at risk and deal with situations that may cause them concern.

### **Council Policies**

Council policies can be accessed using the following link Policies - Armagh City, Banbridge and Craigavon Borough Council [armaghbanbridgecraigavon.gov.uk/council/policies](https://armaghbanbridgecraigavon.gov.uk/council/policies)

## Audit

### External Audit

From April 2015 at Local Government Reform, the Northern Ireland Audit office (NIAO) have been responsible for undertaking annual Performance and Assessment Audits of NI Councils against Part 12 of the Local Government Act (NI) 2014, in addition to the annual audit of accounts.

NIAO annually provide their opinion on whether the Council has 'proper arrangements for securing financial resilience' and that it is working towards 'securing economy, efficiency and effectiveness' in its operations.

### Internal Audit

The council's Internal Audit Team is vital in providing an independent and objective assurance of the Council's internal controls, risk and governance arrangements. The Council's Annual Internal Audit Plan sets out audit activity planned for the year ahead. Internal Audit provide an opinion on whether the Council's policies, processes and procedures are in place across the organisation to ensure the Council's risk management, governance and internal control processes are operating effectively. An external peer review of the Internal Audit function is undertaken every 5 years and implementation of any recommendations is overseen by the P&A Committee.

### Recommendation Tracker

Recommendations/areas of improvement from Internal Audits, external audits and investigations are monitored via an Audit Recommendation Tracking process. Follow up audits on any limited audits are carried out to verify if recommended improvements have been delivered. Progress on implementation of all recommendations is reported 6 monthly to SLT and to the P&A Committee. Progress with Priority 1 recommendations is reported quarterly to SLT and the P&A Committee.

### Assurance Statements

Heads of Department and Strategic Directors & CEO/ DCE are required to complete 6 monthly Assurance Statements. In doing so they confirm compliance with relevant laws, regulations, internal policies and procedures and financial controls. They also confirm compliance with the risk management process and that internal audit recommendations are being implemented. Completed 6 monthly Assurance Statements are reported bi-annually to the P&A Committee in December and June.

### Annual Governance Statement

The Council is required to prepare an annual governance statement to report publicly on the extent to which it complies with Council's approved Code of Governance, which in turn is consistent with the good governance principles in the CIPFA/SOLACE Framework.

### Staff Learning & Development

It is essential that we continuously develop our workforce to make sure we have the necessary knowledge, skills and expertise to meet the needs of our citizens and customers. Skilled and motivated employees will help to deliver effective customer focused and high-quality services. Our Performance Development Conversations (PDC) process allows for discussions around identifying and agreeing staff learning and development needs. From the identified needs an annual training needs analysis is developed. Our Learning and Development Policy supports our approach to staff learning and development.

### Personal Development Conversations (PDCs)

Performance Development Conversations (PDCs) are focused on staff engagement, development and support. The main purpose of PDCs is to provide a framework for individual employee contribution to wider Council performance. They also support a workplace culture where all employees feel effectively led, managed, developed, supported, engaged with and included.

PDCs enable line managers and employees to have regular two-way quality conversations around:

- The employee's role and how it contributes to delivering departmental and organisational priorities and objectives.
- The importance of continuing to deliver our customer care behaviours.
- Learning and development needs.
- Achievements and successes.
- Ideas and suggestions for improvement; and
- Employee health and well-being

PDCs are undertaken on a one-to-one basis with employees. However, where there are teams of employees in the same job role line managers may choose to hold team discussions and then follow up with short one-to-one meetings with team members.

The links between all of the Plans and engagement with employees form the "golden thread" that ensures that everyone in the organisation is working towards the same commitments/objectives and that priorities will be achieved. A minimum of two PDCs a year are expected to be held with the first one taking place between April and June with a follow up PDC meeting held mid-year.

## Equality Scheme

The Equality Scheme sets out how the Council proposes to fulfil the Section 75 statutory duties. Section 75 of the Northern Ireland Act 1998 requires public authorities, in conducting their functions relating to Northern Ireland, to have due regard to the need to promote equality of opportunity and regard to the desirability of promoting good relations across a range of categories. The Council has internal arrangements in place for ensuring effective compliance with the Section 75 statutory duties and for monitoring and reviewing Council's progress. Council is fully committed to effectively fulfilling our Section 75 statutory duties across all functions (including service provision, employment, and procurement) through the effective implementation of the Equality Scheme.

## Rural Needs

The Rural Needs Act (Northern Ireland) 2016 requires the Council to have due regard to rural needs when developing, adopting, implementing or revising policies, strategies and plans, and when designing and delivering public services. In order to implement this requirement, the Council conducts Rural Needs Impact Assessments. The Council is committed to monitoring and reporting on the implementation of the Act by compiling information on the exercise of the functions under the Act, including it in the Council's annual report and sending a copy of that information to the Department of Agriculture, Environment and Rural Affairs. (DAERA)

# Communication, Engagement & Consultation

## Communication

Communication is at the heart of everything we do. We aim to communicate effectively with all stakeholders, both internally and externally, through a wide variety of communication channels to strengthen the Council's reputation by fostering trust and confidence. This approach enhances our relationships with citizens, the community and voluntary sector, strategic partners, Elected Members and staff, while promoting the Borough and the services offered by Council.

## Engagement

Our Borough's Community Planning Partnership have agreed an engagement framework for all partnership related work including Council lead initiatives. It is hoped that all partners including Council will individually explore how the learning and best practice from this can be main streamed in their own organisations.

## Consultation

As outlined in our Public Consultation Policy, Council is committed to making sure decisions are evidence based, taking into account the views and experiences of all our stakeholders including residents, businesses and customers. Public consultation is the formal stage of seeking views on proposed strategies/policies/plans etc. from anyone with an interest in Council business or the subject area being consulted on.

## Staff Experience & Internal Engagement

All staff are encouraged to provide feedback and suggestions on opportunities for improvement in service delivery during the PDC process and staff surveys. Staff are also encouraged to participate in Council public consultation exercises based on their own experience of working in the Borough or as a resident, customer, or visitor.

## Customer Experience

Participation is encouraged at all stages of the performance and quality management cycle and Council particularly welcomes feedback from residents, businesses, other rate payers, service users, community & voluntary groups, visitors and wider stakeholders, all of whom we consider to be our customers.

Customer feedback is deemed to be information from customers about the satisfaction or dissatisfaction they feel with the services provided by Council.

Each department seeks customer feedback in a number of ways including customer surveys, etc to help improve service delivery using a range of methods and at a planned frequency. The Council's Customer Relations Officer works with departments to review and improve methods to obtain good quality customer feedback.

## **Complaint Management**

Complaints are taken seriously, and clear processes are in place for managing them. They provide a simple way for customers to voice concerns about service delivery and provide valuable customer feedback which may be used to make service improvements.

We will respond as promptly as possible to ensure a resolution and if the customer is still dissatisfied, we have a process in place to ensure that the complaint can be further investigated.

Senior management monitor, analyse and report on complaints data on a regular basis, to ensure that lessons are learnt at an early stage and, where appropriate, identify training opportunities and introduce service improvements. Training on complaint handling and customer care is provided for staff. We publish on an annual basis information on complaints outcomes and actions taken to improve services i.e. good practice and lessons learned.

# SECTION 04+



## Roles & Responsibilities

As part of the Performance & Quality Management Framework it is important to understand the roles and responsibilities that officers, Members and the different Council committees have in the governance of this Framework.

The table below provides a summary of the key roles and responsibilities but is not an exhaustive list. All managers must recognise that effective performance management is their responsibility. However, the Council does have some key governance groups in relation to managing performance and improvement, with particular responsibility for ensuring corporate compliance with elements of this framework:

ELECTED MEMBERS		
<p><b>FULL COUNCIL</b></p> <ul style="list-style-type: none"> <li>• Approve the Corporate Plan and annual estimates/budget</li> <li>• Formulate/approve the Council's objectives/commitments</li> <li>• Monitor and respond to performance data</li> <li>• Challenge performance of all services.</li> </ul>	<p><b>GOVERNANCE, RESOURCES &amp; STRATEGY COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Approve the annual Performance Improvement Plan.</li> <li>• Approve and oversee financial plans including Medium Term Financial Plan and Capital Plan</li> <li>• Oversight of Human Resource matters including absence</li> </ul>	<p><b>PERFORMANCE AND AUDIT COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Scrutinise the Council's performance and financial management</li> <li>• Challenge the actions of Directors and Heads of Department in managing risk.</li> </ul>
SENIOR MANAGERS		
<p><b>EXECUTIVE MANAGEMENT TEAM</b></p> <ul style="list-style-type: none"> <li>• Strategic responsibility for development and delivery of the Council's strategies and commitments, including monitoring corporate and directorate performance and assurance.</li> <li>• Deliver the Financial Strategy and detailed efficiencies</li> <li>• Approve Business Plans, manage delivery of the Corporate Plan and any under-performance.</li> <li>• Manage Corporate, &amp; significant Project Risks</li> <li>• Monitor &amp; manage performance with use of QMS</li> <li>• Complete PDCs</li> <li>• Manage Health &amp; Safety</li> <li>• Manage corporate Business Continuity and Emergency Response to incidents</li> <li>• Delivery of the Capital Plan</li> <li>• Delivery of the Local Development Plan</li> <li>• Comply with all Council policies and procedures</li> </ul>	<p><b>HEADS OF DEPARTMENT</b></p> <ul style="list-style-type: none"> <li>• Contribute to the Council's corporate commitments</li> <li>• Develop and deliver relevant strategies, and plans, and business plans within budget and monitor operational performance and assurance</li> <li>• Deliver relevant projects</li> <li>• Develop annual budgets</li> <li>• Monitor departmental budgets and implement agreed efficiencies</li> <li>• Manage departmental and relevant corporate and project risks</li> <li>• Monitor &amp; manage performance with use of QMS</li> <li>• Complete PDCs</li> <li>• Manage Health &amp; Safety</li> <li>• Manage and implement departmental and relevant corporate Business Continuity arrangements and relevant response to Emergency incidents.</li> <li>• Comply with all Council policies and procedures</li> </ul>	<p><b>MANAGERS</b></p> <ul style="list-style-type: none"> <li>• Deliver business unit or team plans</li> <li>• Deliver and monitor relevant project plans</li> <li>• Support staff to deliver their objectives</li> <li>• Maintain accurate and robust data to inform service delivery and reporting</li> <li>• Monitor and manage performance with use of QMS</li> <li>• Maintain service budget and implement efficiencies</li> <li>• Escalate risks to Heads of Department</li> <li>• Manage Health &amp; Safety</li> <li>• Complete PDCs</li> <li>• Assist within implementation of Business Continuity and Emergency response</li> <li>• Comply with all Council policies and procedures</li> </ul>

EMPLOYEES		
<p><b>STRATEGY &amp; PERFORMANCE DEPARTMENT</b></p> <ul style="list-style-type: none"> <li>• Provide support for QMS implementation and reporting</li> <li>• Work closely with departments to assist in collation, maintenance, analysis of performance data to identify opportunities for improvement.</li> <li>• Coordinate development of annual performance improvement plans, quarterly corporate and statutory reporting</li> <li>• Provide support for use of the performance &amp; risk management software</li> <li>• Provide quality assurance support to departments during business planning and reporting</li> <li>• Provide advice and guidance on use of public consultations and internal surveys</li> </ul>	<p><b>COMMUNITY PLANNING, POLICY &amp; RESEARCH DEPARTMENT</b></p> <ul style="list-style-type: none"> <li>• Provide support for QMS implementation and reporting</li> <li>• Support the development of a data and evidence-based approach to support the creation of key strategies &amp; plans.</li> <li>• Access and analyse data on behalf of Council to allow for the development of policy, develop funding bids and to monitor progress and impact of Council initiatives.</li> </ul>	<p><b>ALL STAFF</b></p> <ul style="list-style-type: none"> <li>• Deliver individual objectives</li> <li>• Deliver high levels of customer care</li> <li>• Responsible for personal development and performance</li> <li>• Understand how their work contributes to delivery of Council’s priorities and commitments.</li> <li>• Follow Council policies and procedures.</li> </ul>

## The Council's 10 Non-Negotiables which support our Accountability & Assurance Frameworks

### 01 NEED

Start with the context of where the Council is going and support it with clearly identified need which demonstrate why we are providing the services we provide through use of data and evidence.

### 02 VISION

A vision is a simple, understandable description of the future - it should provide both movement and direction for shaping the culture, processes and structure of the organisation which we have articulated in our Corporate Plan.

### 03 OBJECTIVES

All objectives are SMART (specific, measurable, achievable, realistic, timely). We take this approach through all plans/ programmes/projects - linking objectives to actions and performance measures with clear ownership and accountability for each action.

### 04 RESOURCES

Objectives reflect agreed resources, efficiencies and budgets profiled across the year, and budget holders monitor their budgets closely using QMS/Management Accounts providing forecasts and flagging up any potential issues as appropriate.

### 05 RISK

The Council has up to date risk registers which details the significant risks to the achievement of its objectives and measures it can take to reduce or mitigate these risks.

### 06 PLANNING

The Council has plans in place covering all significant contracts, projects, programmes and partnerships.

### 07 REVIEW

The Council has robust systems and processes in place to monitor, review and report performance against plans, and risks, and this is shared corporately using QMS and quarterly, six monthly and annual reports and publications.

### 08 BENCHMARKING

Benchmarking should be used throughout the service planning cycle:

- **Need** - identify areas that are weaker than others.
- **Objectives** - targets based on "what good looks like."
- **Plans** - identifying best practice.
- **Review** - comparing performance to others and regional/national trend.

### 09 REVISE

Periodically revise/ adjust plans for any emerging issues, significant actions agreed during reviews of performance, and results of benchmarking - plans should be living documents.

### 10 MANAGEMENT

Managers at all levels recognise that the effective management of people, finance, projects and risk is critical to effective performance and quality management and is their responsibility, including application of contract and project management.

# APPENDIX 01



PERFORMANCE & QUARTERLY MANAGEMENT REPORTS	WHO PROVIDES REPORTS	WHO RECEIVES AND MONITORS REPORTS	FREQUENCY OF REPORTING & MONITORING
Age Friendly PMR (Progress Monitoring Return)	Head of Environmental Health	Public Health Agency (PHA)	Quarterly
Annual Fraud Report	Internal Audit Manager	Performance & Audit Committee Executive Management Team (EMT) Senior Leadership Team (SLT)	Annually - June
Annual Governance Statement	Internal Audit Manager/ Head of Department	Performance & Audit Committee Executive Management Team (EMT)	Annually - Sept (Forms part of Annual Accounts)
Annual Internal Audit Report and Opinion	Internal Audit Manager	Performance & Audit Committee Executive Management Team (EMT) Senior Leadership Team (SLT)	Annually - June
Annual Performance Self-Assessment Report	Head of Strategy & Performance	Performance & Audit Committee Executive Management Team (EMT) Senior Leadership Team (SLT) Northern Ireland Audit Office (NIAO)	Annually - September
Article 55 Review report (i.e., 3-year review of Fair Employment) (not published publicly, is an internal document which ECNI may request a copy of)	Head of Human Resources & Organisational Development	Equality Commission for Northern Ireland can request a copy at any time after the review period	July 2024
Association for Public Service Excellence (APSE) NI and National Benchmarking reports	Each relevant Department submits returns, APSE collate and provide reports	Relevant Heads of Department & Directors Performance Team	Annually
Assurance Statements	Internal Audit Manager	Performance & Audit Committee Executive Management Team (EMT)	Six monthly completion for the period ended 30 September and 31 March - reported in June and December

PERFORMANCE & QUARTERLY MANAGEMENT REPORTS	WHO PROVIDES REPORTS	WHO RECEIVES AND MONITORS REPORTS	FREQUENCY OF REPORTING & MONITORING
Beef Labelling return	Head of Environmental Health	Department for Agriculture, Environment and Rural Affairs (DAERA)	Annually
Business Plan Progress Reports	Directors	Service Committees	Six monthly - November and June each year
Capital Programme	Director / Head of Estates & Asset Management / Capital Projects Manager	Capital Oversight Board / EMT / Governance, Resources & Strategy Committee (GRSC)	Quarterly
Community Plan Statement of Progress	Community Planning Partnership Council as lead collate and publish on partnerships behalf	Senior Leadership Team Community Planning Partnership, Governance Resources & Strategy Committee, Department for Communities (DfC) Published on Council website	Bi-annually
Council Dog Summary Statistics	Head of Environmental Health	Department for Agriculture, Environment and Rural Affairs (DAERA)	Quarterly
Department of Finance Business Register & Employment Survey (BRES)	Head of Human Resources & Organisational Development Department	Department of Finance (DoF)	Annually, received in September each year for submission by specified date in October annually`
Department of Finance Quarterly Business Survey	Head of Human Resources & Organisational Development Department	Department of Finance (DoF)	Quarterly i.e., first week of March/June/September/December
Draft and approved audited Annual Accounts	Head of Finance, ICT & Procurement	The final audited set of Accounts approved at the Performance & Audit Committee	Draft accounts completed by 30 June and a set of audited Accounts published bas approved 30 September.
Equality Progress Report	Head of Strategy & Performance	Executive Management Committee (EMT) Governance Resources & Strategy Committee	Bi-annually Quarterly

Equality Screening Reports	Head of Strategy & Performance	Equality Commission for Northern Ireland	At least two per year or as required
<b>PERFORMANCE &amp; QUARTERLY MANAGEMENT REPORTS</b>	<b>Head of Human Resources &amp; Organisational Development Department</b>	<b>WHO RECEIVES AND MONITORS REPORTS</b>	<b>FREQUENCY OF REPORTING &amp; MONITORING</b>
Fair Employment Annual Return (not published by Council, but ECNI subsequently may produce an annual report which includes summary data only)	Head of Human Resources & Organisational Development Department	Equality Commission for Northern Ireland	Annually
F-Gas and Ozone Depleting Substances - Enforcement Statistics Return	Head of Climate, Sustainability & Parks	Department for Agriculture, Environment and Rural Affairs (DAERA)	Annually
Food Standards Agency Return (FSA)	Head of Environmental Health	Food Standards Agency (FSA)	Bi-annually
Funded Projects in standalone reports or within business plan progress reports	Relevant Head of Departments	Directors Executive Management Team (EMT) Relevant Service Committees	As required usually quarterly or six monthly
Health & Safety & Emergency Preparedness	Head of Environmental Health	Corporate Health and Safety Committee Emergency Preparedness Implementation Group	Quarterly
Home Safety Periodic Monitoring Report	Head of Environmental Health	Public Health Agency	Quarterly
Internal Audit Priority 1 recommendation Tracker	Internal Audit Manager	Executive Management Team Performance & Audit Committee	September and March
Local Authority Enforcement 1 Return	Head of Environmental Health	Home and Safety Executive for Northern Ireland (HSENI)	Annually
Local Government annual absence figures	Head of Human Resources & Organisational Development Department	Northern Ireland Audit Office	Required by Finance Dept as part of statutory year end accounting processes
Local Air Quality Management - Progress Report	Head of Environmental Health	Department for Agriculture, Environment and Rural Affairs (DAERA)	Annually

National Fraud Initiative Return (NFI)	Internal Audit Manager/ NFI Coordinator (Senior Internal Auditor)	Northern Ireland Audit Office Performance & Audit Committee	Bi-annually - (Sept - Dec)
<b>PERFORMANCE &amp; QUARTERLY MANAGEMENT REPORTS</b>	<b>WHO PROVIDES REPORTS</b>	<b>WHO RECEIVES AND MONITORS REPORTS</b>	<b>FREQUENCY OF REPORTING &amp; MONITORING</b>
Noise Service Request Statistics	Head of Environmental Health	Department for Agriculture, Environment and Rural Affairs (DAERA)	Annually
Northern Ireland Planning Statistics – DfI Statistical Bulletin	Head of Planning (DfI produces bulletin)	Planning & Regulatory Committee	Quarterly
Performance and Audit Committee Annual Report	Internal Audit Manager Chair of Performance & Audit Committee	Performance & Audit Committee	Annually - June
Performance Audit Report	Northern Ireland Audit Office	Performance & Audit Committee	December
Policing Community Safety Partnership Annual Report	Head of Community Development	Policing Community Safety Partnership Community & Wellbeing Committee Joint Committee of the NI Policing Board Department of Justice	Annually
Pollution Prevention and Control Return	Head of Environmental Health	Department for Agriculture, Environment and Rural Affairs (DAERA)	Annually
Private Tenancies Order Return	Head of Environmental Health	Department for Communities (DfC)	Quarterly
Progress on Development of the Local Development Plan	Head of Planning	Planning & Regulatory Services Committee	Every 6 months
Proper Arrangements Return	Internal Audit Manager	Northern Ireland Audit Office	Annually - April
Performance & Audit Quarterly Performance Report	Heads of Department Directors Deputy Chief Executive	Directorate Teams Executive Management Team Performance & Audit Committee	Quarterly Bi-annually Quarterly (March/June/September /December)
Quality Management System (QMS) including business plan progress	ALL Heads of Department	Head of Department/ Department Management Teams	Monthly

Report to those Charged with Governance	Northern Ireland Audit Office	Performance & Audit Committee	December
<b>PERFORMANCE &amp; QUARTERLY MANAGEMENT REPORTS</b>	<b>WHO PROVIDES REPORTS</b>	<b>WHO RECEIVES AND MONITORS REPORTS</b>	<b>FREQUENCY OF REPORTING &amp; MONITORING</b>
Rural Needs Monitoring Return	Head of Strategy & Performance	Department for Agriculture, Environment and Rural Affairs (DAERA)	Annually
Single Supplier Actions	Head of Finance, ICT & Procurement	Performance & Audit Committee	June, September, December
Tobacco Control Periodic Monitoring Report	Head of Environmental Health	Public Health Agency	Quarterly
Transformation Programme Progress	Senior Responsible Officer Programme/Project Managers/ Programme Management Office (PMO) Support	Senior Leadership Team as Transformation Oversight Board (TOB)	As per agreed schedule

**For further information please contact**

Armagh City, Banbridge & Craigavon Borough Council

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