

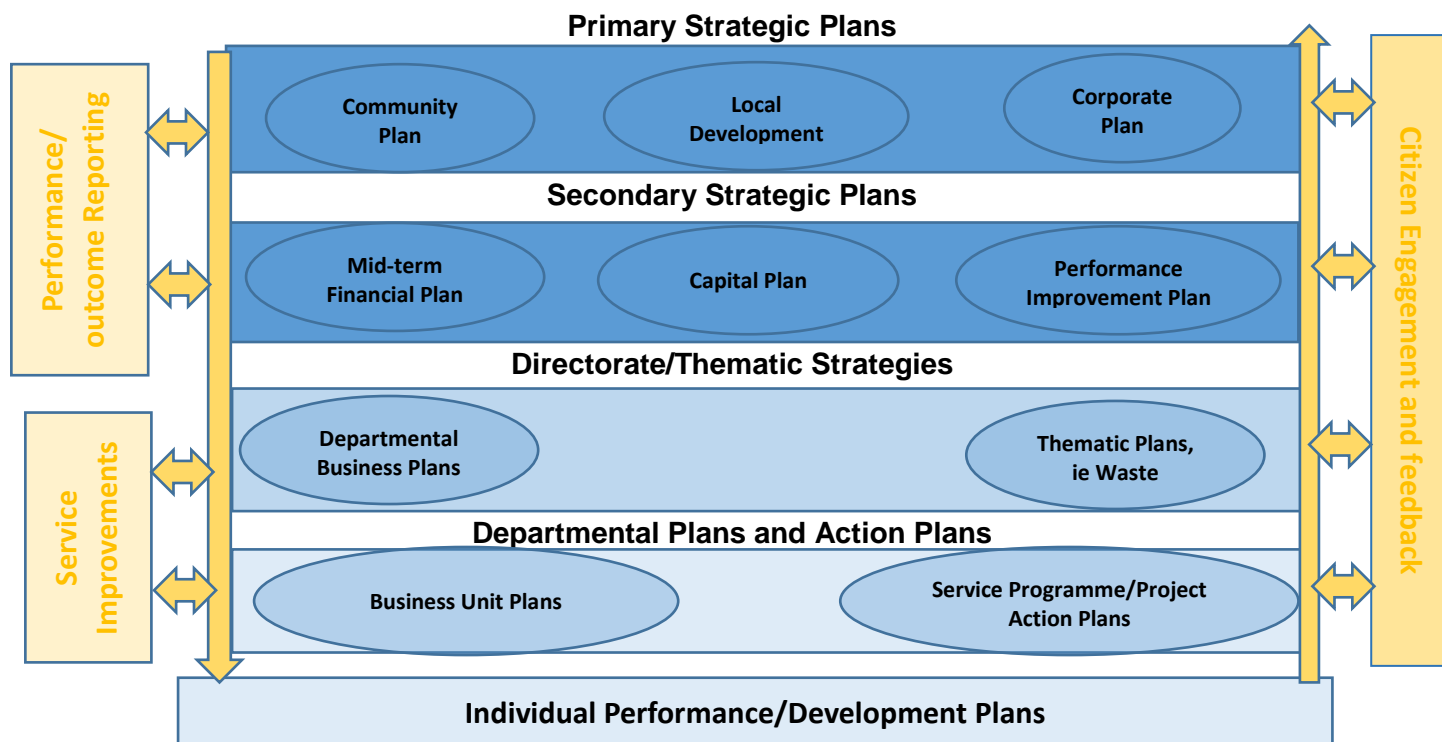
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1. Introduction

The Council is committed to ensuring continuous performance improvement in delivery of its services across all areas of service delivery. The Council's approach to performance management is at all levels of strategic planning and will be aligned to the Community, Corporate, Performance Improvement, and Departmental Business Plans as well as Thematic, Business Unit and individual performance / development plans. These are set out below in the Strategic Planning Framework (Diagram 1). This approach is underpinned by adoption of best practice and takes account of the Northern Ireland Audit Office proposals for improvement which asks Council to 'expand upon the current corporate performance management framework to develop a performance improvement policy'. As the Council moves in to its second term during 2019-20 the ongoing harmonisation of services and service reviews will focus on delivering improved outcomes for all stakeholders, increasing customer satisfaction through provision of effective and efficient services.

Diagram 1 – Strategic Planning Framework



2. Aim/Purpose

The purpose of this policy is to:

- Drive the Council's performance improvement agenda
- Support the change required for continuous improvement in delivery of services in a way that responds to stakeholders' needs
- Assist in delivery of excellent services
- Assist in achieving corporate objectives aligned to the Community Plan
- Create a level of understanding for employees and service providers in terms of their responsibilities for performance improvement
- Fulfil statutory requirements to secure continuous improvement in the exercise of functions as set out in the Local Government Act (NI) 2014.

3. Scope

This policy applies to everyone involved in delivery of Council services and is set in the context of the Council's statutory duty for continuous improvement under the Local Government Act (NI) 2014.

4. Policy Detail

In exercising its performance management duties, Council will seek to:

- Provide strategic direction on performance improvement, based on provision of quality customer focused services and achievement of outcomes for communities
- Facilitate alignment between the Borough community plan, corporate plan departmental business plans, business unit plans, individual performance / development plans and project based activities in line with stakeholders' needs
- Create a performance culture within the Council
- Encourage personal responsibility for performance
- Engage with, motivate and develop staff
- Promote performance improvement, encourage innovation and share good practice
- Encourage transparency of performance outcomes
- Recognise and communicate success
- Ensure compliance with statutory duties in relation to continuous improvement
- Address underperformance in line with agreed protocols

5. Roles and Responsibilities for Implementation, Monitoring and Publication of Performance Information

All those delivering services on behalf of Council

Everyone responsible for delivery of Council services (within and outside the organisation) is obliged to ensure that work is provided to a high professional standard with a focus on customer care and service excellence. The Executive Management Team, Heads of Department, Managers and Supervisors, along with Elected Members, are accountable for ensuring implementation of performance management.

The Executive Management Team, Heads of Department and all Managers should also ensure that all staff are made aware of how they contribute to the delivery of the Council's objectives and are supported with the necessary opportunities to excel in their roles. All Managers should focus on embedding high levels of performance through promoting continuous improvement within their teams and direct reports.

Heads of Department and Managers

Each Head of Department will ensure departmental business plans are in place on an annual basis. These will contain actions to support corporate objectives as well as drive improvement, be affordable, measurable and increase customer satisfaction. Managers should develop, where appropriate, additional business unit plans for their particular service areas which should align with corporate objectives. Progress on these and relevant departmental performance data will be considered at least quarterly by Heads of Department and Business Unit Managers.

Chief Executive and Strategic Directors (EMT)

The Executive Management Team will review progress of departmental business plans

quarterly and implementation of other project based/action plans on an on-going basis or at specified intervals. In addition, they will consider a range of corporate performance data at least quarterly.

Statutory Requirements (Local Government Act (NI) 2014

Annual improvement objectives will be drafted, consulted on and published as part of the annual Performance Improvement Plan each year (before end June) for the following year. Annual performance improvement objectives and the annual Performance Improvement Plan will be approved by the Governance, Resources and Strategy Committee.

By end of September each year Council will publish an annual performance self-assessment report which will provide details on how Council has met the previous year's annual performance improvement objectives, as well as any statutory/other performance indicators and standards and any actions it proposes to take where objectives are not being achieved. Annual related NIAO Audit reports will be published on the Council website.

Elected Members

Members provide a scrutiny role in relation to the performance, especially through the Performance and Audit Committee. An annual report on progress against the Corporate Plan will be provided to all Members after the end of the financial year. Regular reports on the implementation and review of the Community Plan will be brought to the Governance, Resources and Strategy Committee. The frequency and format for this will be determined through the developing performance and governance arrangements that will be considered by the partners. Relevant service committees will approve annual departmental business plans and along with the Performance and Audit Committee will receive six monthly reports on progress against delivery of departmental Business plans. Annual performance improvement objectives and the annual Performance Improvement Plan will be approved by the Governance, Resources and Strategy Committee. The annual Performance Self-Assessment Report will be reported to the Governance, Policy and Resources Committee and the Performance and Audit Committee.

6. Related Policies

- Risk Management Policy

Consideration should also be given to any guidance associated with this Policy, the Strategic Planning Framework and any other relevant Council policies in development when they have been agreed.

Policy Screening Form

Policy Scoping

Policy Title: Performance Policy

Brief Description of Policy (please attach copy if available). Please state if it is a new, existing or amended policy.

This is a new policy and in part fulfils the requirements of Council under the Local Government Act (Northern Ireland) 2014 to secure continuous improvement in the exercise of its functions.

Intended aims/outcomes. What is the policy trying to achieve?

The purpose of this policy is to support the change required for continuous improvement in delivery of Council services in a way that responds to the needs of stakeholders; helps to achieve the corporate objectives aligned to the Borough Community Plan.

Policy Framework

Has the policy been developed in response to statutory requirements, legal advice or on the basis of any other professional advice? Does this affect the discretion available to Council to amend the policy?

The Local Government Act (NI) 2014 and as a recommendation of the NIAO in the Council's Improvement Audit Report for 2015/16 and 2016/17 and 2017/18.

Are any Section 75 categories which might be expected to benefit from the policy? If so, please outline.

This policy will have a positive effect on all stakeholders including the nine section 75 categories.

Who initiated or wrote the policy (if Council decision, please state). Who is responsible for implementing the policy?

Who initiated or wrote policy?	Who is responsible for implementation?
Martina McNulty, Head of Department: Performance and Audit	All persons involved in the delivery of Council services.

Are there any factors which might contribute to or detract from the implementation of the policy (e.g. financial, legislative, other)?

None.

Main stakeholders in relation to the policy

Please list main stakeholders affected by the policy (e.g. staff, service users, other statutory bodies, community or voluntary sector, private sector)

Staff, service users, statutory partners, community and voluntary sector, private sector, residents, visitors, and all other stakeholders.

Are there any other policies with a bearing on this policy? If so, please identify them and how they impact on this policy.

Risk Management Policy. Consideration should also be given to any guidance associated with this Policy, the Strategic Planning Framework and any other relevant Council policies in development when they have been agreed.

Available Evidence

Council should ensure that its screening decisions are informed by relevant data. What evidence/information (both qualitative and quantitative) have you gathered to inform this policy? Specify details for each of the Section 75 categories.

Section 75 category	Evidence
Religious belief	N/A
Political opinion	N/A
Racial group	N/A
Age	N/A
Marital status	N/A
Sexual orientation	N/A
Men and women generally	N/A
Disability	N/A
Dependants	N/A This policy is a general statement about the Council's commitment to continuous improvement in service delivery. It will not negatively impact on any of the section 75 categories

Needs, experiences and priorities

Taking into account the information gathered above, what are the different needs, experiences and priorities of each of the following categories in relation to this particular policy/decision?

Section 75 category	Needs, experiences and priorities
Religious belief	N/A
Political opinion	N/A
Racial group	N/A
Age	N/A
Marital status	N/A
Sexual orientation	N/A
Men and women generally	N/A
Disability	N/A
Dependants	N/A

Screening Questions

1. What is the likely impact on equality of opportunity for those affected by this policy for each of the Section 75 categories?

Category	Policy Impact	Level of impact (Major/minor/none)
Religious belief	None	
Political opinion	None	
Racial group	None	
Age	None	
Marital status	None	
Sexual orientation	None	
Men and women generally	None	
Disability	None	
Dependents	None	

2. Are there opportunities to better promote equality of opportunity for people within the Section 75 categories?

Category	If yes, provide details	If no, provide reasons
Religious belief		No
Political opinion		No
Racial group		No
Age		No
Marital status		No
Sexual orientation		No
Men and women generally		No
Disability		No
Dependents		No

3. To what extent is the policy likely to impact on good relations between people of different religious belief, political opinion, or racial group?

Category	Details of Policy Impact	Level of impact (major/minor/none)
Religious belief	None	None
Political opinion	None	None
Racial group	None	None

4. Are there opportunities to better promote good relations between people of different religious belief, political opinion or racial group?

Category	If yes, provide details	If no, provide reasons
Religious belief		No
Political opinion		No
Racial group		No

Multiple Identity

Generally speaking, people fall into more than one Section 75 category (for example: disabled minority ethnic people; disabled women; young Protestant men; young lesbian, gay and bisexual people). Provide details of data on the impact of the policy on people with multiple identities. Specify relevant s75 categories concerned.

N/A

Disability Discrimination (NI) Order 2006

Is there an opportunity for the policy to promote positive attitudes towards disabled people?

N/A

Is there an opportunity for the policy to encourage participation by disabled people in public life?

N/A

Screening Decision

A: NO IMPACT IDENTIFIED ON ANY CATEGORY – EQIA UNNECESSARY

Please identify reasons for this below

This policy outlines the Council’s commitment to ensuring continuous performance improvement in delivering services. It will not negatively impact on any of the section 75 categories. However, departmental business plans have the potential to include measures that will positively impact on the Section 75 categories.

B: MINOR IMPACT IDENTIFIED – EQIA NOT CONSIDERED NECESSARY AS IMPACT CAN BE ELIMINATED OR MITIGATED

Where the impact is likely to be minor, you should consider if the policy can be mitigated or an alternative policy introduced. If so, EQIA may not be considered necessary. You must indicate the reasons for this decision below, together with details of measures to mitigate the adverse impact or the alternative policy proposed.

N/A

C: MAJOR IMPACT IDENTIFIED – EQIA REQUIRED

If the decision is to conduct an equality impact assessment, please provide details of the reasons.

N/A

Timetabling and Prioritising

If the policy has been screened in for equality impact assessment, please answer the following questions to determine its priority for timetabling the equality impact assessment.

On a scale of 1-3 with 1 being the lowest priority and 3 being the highest, assess the policy in terms of its priority for equality impact assessment.

Priority criterion	Rating (1-3)
Effect on equality of opportunity and good relations	
Social need	
Effect on people's daily lives	

The total rating score should be used to prioritise the policy in rank order with other policies screened in for equality impact assessment. This list of priorities will assist the council in timetabling its EQIAs.

Is the policy affected by timetables established by other relevant public authorities? If yes, please give details.

N/A

Monitoring

Effective monitoring will help the authority identify any future adverse impact arising from the policy. It is recommended that where a policy has been amended or an alternative policy introduced to mitigate adverse impact, monitoring be undertaken on a broader basis to identify any impact (positive or adverse).

Further information on monitoring is available in the Equality Commission's guidance on monitoring (www.equalityni.org).

Identify how the impact of the policy is to be monitored

N/A

Approval and Authorisation

A copy of the screening form for each policy screened should be signed off by the senior manager responsible for that policy. The screening recommendation should be reported to the relevant Committee/Council when the policy is submitted for approval.

Screened by	Position/Job title	Date
Mary Hanna Martina McNulty	Equality Officer Head of Department: Performance and Audit	1 February 2019
Approved by	Position/Job Title	Date
Roger Wilson	Chief Executive	February 2019

Please forward a copy of the completed policy and form to:

mary.hanna@armaghbanbridgecraigavon.gov.uk who will ensure these are made available on the Council's website.

The above officer is also responsible for issuing reports on a quarterly basis on those policies "screened out for EQIA". This allows stakeholders who disagree with this recommendation to submit their views. In the event of any stakeholder disagreeing with the decision to screen out any policy, the screening exercise will be reviewed.