

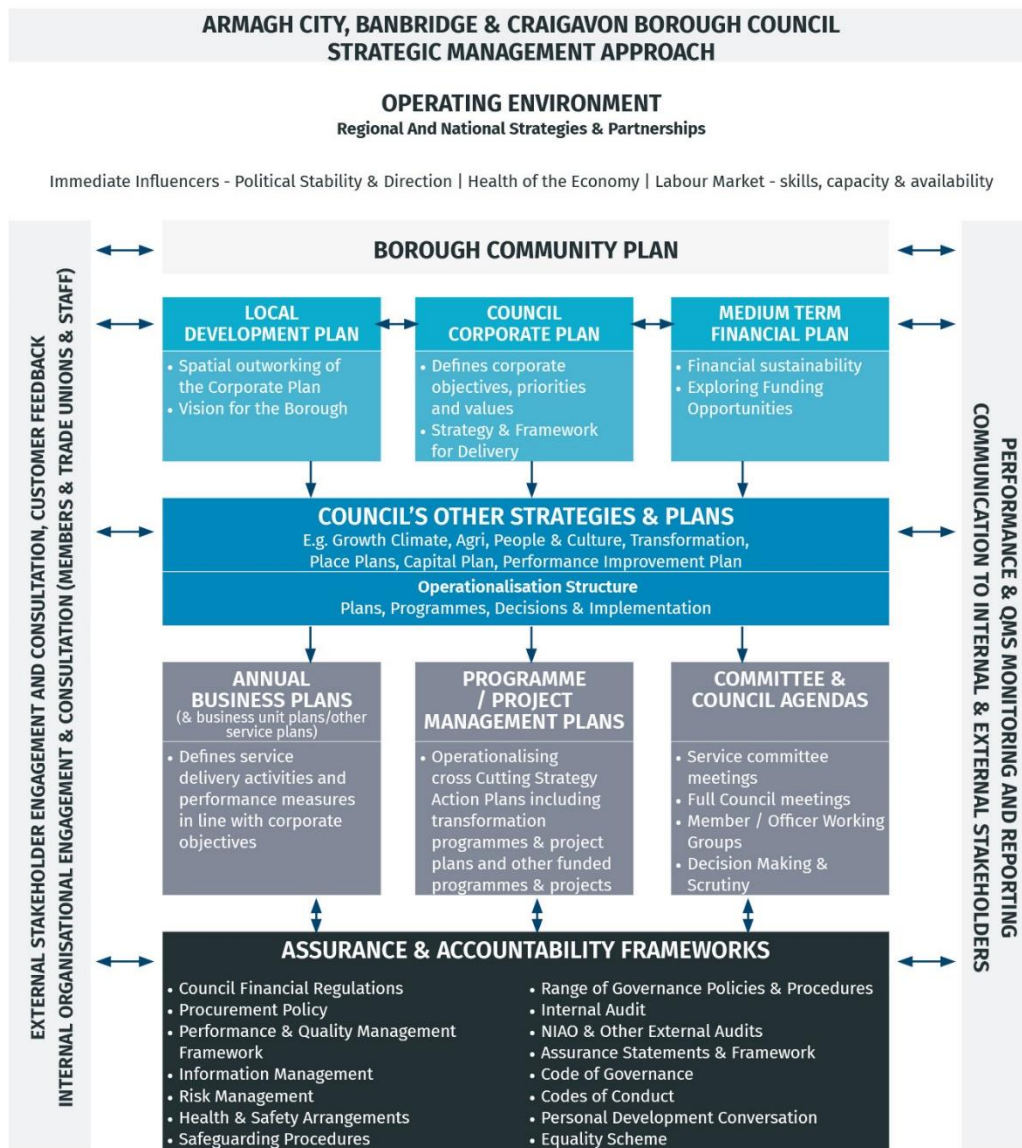
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1. Introduction

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 & quality management is at all levels of strategic planning and will be aligned to the Community, Corporate, Performance Improvement, and Business Plans as well as Thematic, Business Unit and team and personal development conversations. These are set out below in the Strategic Approach to Management (Diagram 1). This approach is underpinned by adoption of best practice. As the Council moves in to its third term during 2023-24 the transformation programme and focusing on delivering improved outcomes for all stakeholders, increasing customer satisfaction through provision of effective and efficient services.

Diagram 1 – Strategic Approach to Management



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.

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.
- Use a QMS to provide a holistic view of service delivery considering quantitative and qualitative data, providing a more informed approach to performance and risk management.
- 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 with their Business Unit Managers including QMS reports.

Chief Executive and Strategic Directors (EMT)

The Executive Management Team will review progress of departmental business plans quarterly and implementation of other Transformation Programs and Projects via the Transformation Oversight Board (TOB). In addition, they will consider a range of corporate performance data at least quarterly, using QMS reports presented.

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. The annual NIAO Performance 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 Performance self-assessment Report, reporting on progress against business plan delivery and aligned to the Corporate-Plan will be provided to all Members. 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 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 and internal Guidance

- Performance & Quality Management Framework
- Risk Management Policy
- PDC Process
- Framework for Service Reviews
- Developing Meaningful Objectives, Actions and Performance Measures

Consideration should be given to any internal guidance associated with this Policy, available on the Councils Intranet.

Appendix 1 Equality 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 an existing policy which has been reviewed to fulfil 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 and 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 The Council to amend the policy?

The Local Government Act (NI) 2014.

Are there 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 The Council decision, please state). Who is responsible for implementing the policy?

Who initiated or wrote the policy?	Martina McNulty, Head of Department: Strategy & Performance
Who is responsible for implementation?	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)?

Financial resources in light of efficiency savings could detract from the implementation of this policy.

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)

Employees, service users/customers, 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 internal guidance e.g. Performance & Quality Management Framework, Developing Meaningful Objectives, Actions and Performance Measures, associated with this Policy, available on the Intranet.

Available Evidence

The 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. For up to date [S75 Borough Statistics](#)

Section 75 category	Evidence
Religious belief	The 2021 Census showed that 41% identified as Catholic and 41% identified as either belonging to Protestant, other Christian or Christian-related denominations. A further 1.1% belonged to other religions, while 14.7% didn't belong to a religion
Political opinion	<p>Political Opinion</p> <p>Armagh City, Banbridge and Craigavon Borough Council has 41 elected members. A breakdown of results of the Local Government Election in May 2023 for the borough are as follows:</p> <ul style="list-style-type: none"> • Democratic Unionist Party – 13 • Ulster Unionist Party – 6 • Sinn Fein – 15 • Social Democratic and Labour Party – 1 • Alliance – 4 • Independent – 1 • TUV - 1 <p>A total of 87,684 votes were polled in the borough from an eligible electorate of 155,625 giving an overall turnout of 56.34%. This breakdown is taken as an approximate representation of the political opinion of people within the borough.</p>
Racial group	<p>The 2021 Census showed that:</p> <ul style="list-style-type: none"> • 96.7% of the usually resident population of the Borough were White and 3.3% were from minority ethnic groups. The main ethnic minorities were

	<p>Mixed (1,652 individuals), Black African (1,132 individuals) and Chinese (683 individuals).</p> <ul style="list-style-type: none"> • 85.5% of residents in the Borough were born in Northern Ireland. The Borough had 8.6% of residents or 18,836 individuals who were born outside the United Kingdom or Republic of Ireland. <p>6.8% of residents aged 3+ years or (14,376 individuals) spoke a language other than English as their main language. Apart from English, the most common other main languages were Polish (3,551 residents aged 3+ years), Lithuanian (2,611) and Portuguese (1,777).</p>
Age	<p>The population of the Borough was estimated to be 218,656 at 21 March 2021. The profile by age group is:</p> <ul style="list-style-type: none"> • 0-15 years – 22.1% • 16 – 24 years 10% • 25 – 49 years 32.9% • 50 – 64 years 19% • 65 and over 16% <p>This represented a 26.7% increase in the 65+ age group and a 25.62% increase in the 50-64yr age group since the last census in 2011.</p>
Marital status	<p>The 2021 Census provides information on the marital status profile of those aged 16 and over in the Borough:</p> <ul style="list-style-type: none"> • Single (never married or never registered a same-sex civil partnership) - 35% • Married - 49% • In a registered same-sex civil partnership - 0.2% • Separated (but still legally married or still legally in a same-sex civil partnership) – 3.4% • Divorced or formerly in a same-sex civil partnership which is now legally dissolved - 6% <p>Widowed or surviving partner from a same-sex civil partnership - 6%</p>
Sexual orientation	<p>The question on sexual orientation was new for the 2021 Census and was asked of all people aged 16 and over in the Borough:</p> <p>Straight or heterosexual – 90.5% Lesbian, gay, bisexual or other (LGB+) – 1.5% Gay or Lesbian – 0.8% Bisexual – 0.5% Other sexual orientation – 0.1% No sexual orientation stated 8% Prefer not to say – 4.9% Not stated – 3.1%</p> <p>Just 1.5% of the population aged 16 and over in the borough identified as lesbian, gay, bisexual or other (LGB+) while 90.5% identified as straight or heterosexual and 8% did not provide an answer to the question</p>
Men and women generally	<p>The 2021 Census showed that in Armagh City, Banbridge and Craigavon Borough, 49.5% (108,268) of usual residents were males and 50.5% (110,388) were females.</p>

<p>Disability</p>	<p>2021 Census results identified 22.3% of Borough citizens as having a limiting long term health problem or disability, affecting 36,488 households. Of those citizens in the Borough with a limiting long term health problem or disability, 56.8% are in the 65+ age group.</p> <p>Benefit statistics from the Department for Communities showed as of November 2022 there were:</p> <ul style="list-style-type: none"> • 2,510 or 5.2% of under 16 population and 5,030 or 15.2% of 66 and over population claiming Disability Living Allowance • 5,930 or 17.9% of 66 and over population claiming Attendance Allowance <p>18,540 Personal Independence Payment claims in payment (experimental statistics).</p>
<p>Dependants</p>	<p>The 2021 Census showed that 32% or 27, 192 households in the borough contained dependent children.</p> <p>Results from the 2021 Census also show that 12% of the broough’s population aged 5 years old and over (or 24,741 individuals) provided unpaid care. Of those who provided unpaid support:</p> <ul style="list-style-type: none"> • 46% provided 1-19 hours per week • 24% provided 20-49 hours per week • 30% provided 50+ hours per week <ul style="list-style-type: none"> • Benefit statistics from the Department for Communities show that at November 2022 there were 8,120 claimants, or 4.8% of 16 and over population, claiming Carer’s Allowance in the borough.

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	This policy is a general statement about the Council’s commitment to continuous improvement in service delivery. There is not likely to be a negative impact on any of the section 75 categories.
Political opinion	
Racial group	
Age	
Marital status	
Sexual orientation	
Men and women generally	
Disability	
Dependants	

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	No
Political opinion	None	No
Racial group	None	No
Age	None	No
Marital status	None	No
Sexual orientation	None	No
Men and women generally	None	No
Disability	None	No
Dependants	None	No

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		This policy is a general statement about the Council's commitment to continuous improvement in service delivery. It is intended to have a positive impact on all stakeholders regardless of the section 75 categories they belong to.
Political opinion		
Racial group		
Age		
Marital status		
Sexual orientation		
Men and women generally		
Disability		
Dependants		

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
Political opinion		None
Racial group		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		This policy is a general statement about the Council's commitment to continuous improvement in service delivery. It is intended to have a positive impact on all stakeholders regardless of the section 75 categories they belong to.
Political opinion		As Above
Racial group		As Above

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 is not likely to have a negative impact on any of the Section 75 categories. However, business plans and Programme/Project 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, an 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.

Policy 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:

This policy will be monitored in line with the Policy review cycle as noted on cover page (3yrs).

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/The Council when the policy is submitted for approval.

Screened by	Position/Job title	Date
Denise Girvan	Improvement Manager	08/06/2023
Approved by	Position/Job Title	Date
Martina McNulty	Head of Department: Strategy & Performance	20/06/2023

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

Equality@armaghbanbridgecraigavon.gov.uk

A copy of the completed screening form should be signed off and approved by the senior manager responsible for that policy. The completed screening form should be attached to the relevant Committee paper when the policy is submitted for approval.

Following completion of the screening process, the policy and completed screening form will be made available on the Council's website.

Appendix 2 Rural Needs Impact Assessment (RNIA)

SECTION 1

Defining the activity subject to Section 1(1) of the Rural Needs Act (NI) 2016

1A. Name of Public Authority: Armagh City, Banbridge & Craigavon Borough The Council

1B. Please provide a short title which describes the activity being undertaken by the Public Authority that is subject to Section 1(1) of the Rural Needs Act (NI) 2016.

The Council is committed to ensuring continuous performance improvement in delivery of its services across all areas of service delivery. The draft policy further outlines Councils commitment and compliance with statutory requirements of the Local Government Act (NI) 2014 in relation to performance management and improvement.

1C Please indicate which category the activity specified in Section 1B above relates to:

Developing a

Adopting a

Implementing a

Revising a

Policy

Designing a Public Service

Delivering a Public Service

1D. Please provide the official title (if any) of the Policy, Strategy, Plan or Public Service document or initiative relating to the category indicated in Section 1C above

Performance Policy

1E. Please provide details of the aims and/or objectives of the Policy, Strategy, Plan or Public Service

The purpose of this policy is to:

- Drive the Councils 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 Corporate & Community Plans.
- 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.

1F. What definition of 'rural' is the Public Authority using in respect of the Policy, Strategy, Plan or Public Service?

Population Settlements of less than 5,000 (Default definition)

Other Definition (Provide details and the rationale below)

A definition of 'rural' is not applicable

Details of alternative definition of 'rural' used

Rationale for using alternative definition of 'rural'.

Reasons why a definition of 'rural' is not applicable.

This is an Internal policy and will not impact on people living in rural areas.

SECTION 2

Understanding the impact of the Policy, Strategy, Plan or Public Service

2A. Is the Policy, Strategy, Plan or Public Service likely to impact on people in rural areas?

Yes No If response is No go to 2E

2B. Please explain how the Policy, Strategy, Plan or Public Service is likely to impact on people in rural areas.

2C. If the Policy, Strategy, Plan or Public Service is likely to impact on people in rural areas *differently* from people in urban areas, please explain how it is likely to impact on people in rural areas differently.

N/A

2D. Please indicate which of the following rural policy areas the Policy, Strategy, Plan or Public Service is likely to primarily impact on.

- Rural Businesses
- Rural Tourism
- Rural Housing
- Jobs or Employment in Rural Areas
- Education or Training in Rural Areas
- Broadband or Mobile Communications in Rural Areas
- Transport Services or Infrastructure in Rural Areas
- Health or Social Care Services in Rural Areas
- Poverty in Rural Areas
- Deprivation in Rural Areas
- Rural Crime or Community Safety
- Rural Development
- Agri-Environment
- Other (Please state)

If the response to Section 2A was YES GO TO Section 3A.

2E. Please explain why the Policy, Strategy, Plan or Public Service is NOT likely to impact on people in rural areas.

The Performance Policy (an internal 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.

SECTION 3

Identifying the Social and Economic Needs of Persons in Rural Areas

3A. Has the Public Authority taken steps to identify the social and economic needs of people in rural areas that are relevant to the Policy, Strategy, Plan or Public Service?

Yes

No

If response is No go to 3E

3B. Please indicate which of the following methods or information sources were used by the Public Authority to identify the social and economic needs of people in rural areas.

- Consultation with Rural Stakeholders
- Consultation with Other organisations
- Published Statistics
- Research Papers
- Surveys or Questionnaires
- Other Publications
- Other Methods or Information Sources
- (Include details in Question 3C below)

3C. Please provide details of the methods and information sources used to identify the social and economic needs of people in rural areas including relevant dates, names of organisations, titles of publications, website references, details of surveys or consultations undertaken etc.

3D. Please provide details of the social and economic needs of people in rural areas which have been identified by the Public Authority?

If the response to Section 3A was YES GO TO Section 4A.

3E. Please explain why no steps were taken by the Public Authority to identify the social and economic needs of people in rural areas?

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 conversations (PDC's).

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*'.

Therefore, this Performance Policy (an internal 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.

SECTION 4

Considering the Social and Economic Needs of Persons in Rural Areas

4A. Please provide details of the issues considered in relation to the social and economic needs of people in rural areas.

N/A

SECTION 5

Influencing the Policy, Strategy, Plan or Public Service

5A. Has the development, adoption, implementation or revising of the Policy, Strategy or Plan, or the design or delivery of the Public Service, been influenced by the rural needs identified?

Yes

No

If response is No go to 5C

5B. Please explain how the development, adoption, implementation or revising of the Policy, Strategy or Plan, or the design or delivery of the Public Service, has been influenced by the rural needs identified.

If the response to Section 5A was YES go to 6A.

5C. Please explain why the development, adoption, implementation or revising of the Policy, Strategy or Plan, or the design or the delivery of the Public Service, has NOT been influenced by the rural needs identified.

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 conversations (PDC's).

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*'.

Therefore, this Policy (an internal 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.

SECTION 6

Documenting and Recording

6A. Please tick below to confirm that the RNIA Template will be retained by the Public Authority and relevant information on the Section 1 activity compiled in accordance with paragraph 6.7 of the guidance.

I confirm that the RNIA Template will be retained, and relevant information compiled.

Rural Needs Impact Assessment undertaken by:

Position:

Department / Directorate:

Signature: Denise Girvan

Date: 08/06/2023

Rural Needs Impact Assessment approved by:

Position:

Department / Directorate:

Signature: Martina McNulty

Date: 20/06/2023