

Title of Report:	Performance Section Business Plan 2022/23
Committee Report Submitted To:	Corporate Policy and Resources
Date of Meeting:	24th May 2022
For Decision or For Information	For Decision

Linkage to Council Strategy (2019-23)	
Strategic Theme	Improvement and Innovation. Council maintains its performance as the most efficient of NI Local Authorities
Outcome	Councils meets its Statutory Performance requirements under the Local Government Act (NI) 2014
Lead Officer	Head of Performance

Budgetary Considerations	
Cost of Proposal	N/A
Included in Current Year Estimates	YES
Capital/Revenue	N/A
Code	
Staffing Costs	N/A

Screening Requirements	Required for new or revised Policies, Plans, Strategies or Service Delivery Proposals.		
Section 75 Screening	Screening Completed:	Yes/No	Date: N/A
	EQIA Required and Completed:	Yes/No	Date: N/A
Rural Needs Assessment (RNA)	Screening Completed	Yes/No	Date: N/A
	RNA Required and Completed:	Yes/No	Date: N/A
Data Protection Impact Assessment (DPIA)	Screening Completed:	Yes/No	Date: N/A
	DPIA Required and Completed:	Yes/No	Date: N/A

1.0 Purpose of Report

1.1 The purpose of this report is to present to Elected Members the Performance Section Business Plan for 2022-2023. The report also provides an update on the outcome of the 2021-2022 Performance Section Business Plan.

2.0 Background

2.1 Each year the Council is required to agree business plans that are then reported on throughout the financial year to the relevant Committee.

2.2 The outcome of the 2021-2022 Performance Business Plan is set out in Appendix 1. This plan was last reported on in November 2021.

2.3 The proposed plan for 2022-2023 is attached as Appendix 2. The plan covers the key areas within the section notably Performance Improvement, Corporate Health and Safety and Well-Being, Corporate Insurance and Civic Buildings.

3.0 Recommendation

It is recommended that the Corporate Policy and Resources Committee note the outcomes of the 2021-2022 Performance section Business Plan and agree the 2022-2023 plan as attached in Appendix 2.

Appendix 1.

Performance Section Business Plan 2021/22 (Year End)

Performance Improvement

Strategic Objective			
Improvement and Innovation. The Council maintains its performance as the most efficient of NI's local authorities.			
Link to Corporate Aims and Objectives			
Work Streams / Operational Actions	Timescale	Performance Indicators / Outcomes	Update as of 31 st March 2022
To manage and deliver the publication a Performance Improvement Plan for the business year 2021/22	May 2021 May 2021 June 2021	<ul style="list-style-type: none"> Improvement Objectives shared with Members in March 2021, developed by April 2021 and then agreed in May 2021 Consultation completed with public and staff by May 2021 Performance Improvement Plan agreed and published by 30 June 2021 	Complete
To manage and deliver the publication of the Council's Performance Self-Assessment for the business year 2020/21	Sept 2021	<ul style="list-style-type: none"> Performance Self-Assessment activity completed and report 	<ul style="list-style-type: none"> Complete

		published by 30 September 2021	
To provide timely and informative updates to Council Committee on Performance and Improvement related activities	Quarterly	<ul style="list-style-type: none"> • Updates to Council in May 2021, June 2021, September 2021, December 2021 and March 2022 	<ul style="list-style-type: none"> • Complete
Facilitate and assist the NI Audit Office in their annual Performance Audit of Council	Dec 2021	<ul style="list-style-type: none"> • Provide all support, information and evidence required by NIAO in order for them to complete their Performance Audit of Council by December 2021 	<ul style="list-style-type: none"> • Complete
To manage and oversee the Council's submission of data and outcomes to the APSE led National Performance Network for benchmarking and performance	July 2021 Second batch January 2022	<ul style="list-style-type: none"> • Oversee the additional training requirements for staff across all services by • Agreement on adoption of specific service level APSE indicators, and subsequent report to Committee • Oversee the data collation and final submission to APSE of 2020/21 information by July 2021 and then the second submission of 2020/21 performance information by end January 2022 	<ul style="list-style-type: none"> • Complete
Work with Council Departments to develop and publish improved Business Plans for the year 2021/22	April 2021 June 2021	<ul style="list-style-type: none"> • Service and Directorate Business Plans to be developed with more focus of measurable outcomes and areas for improvement 	<ul style="list-style-type: none"> • Complete

	<p>Dec 2021</p> <p>June 2022</p>	<ul style="list-style-type: none"> • Service and Directorate Business Plans to be agreed by relevant Committees by April 2021 • Year-end updates against 2020/21 Business Plans to be provided to Council by June 2021 • Mid-year updates against 2021/22 Business Plans to be provided to Council in December 2021 • Year-end updates against 2021/22 Business Plans to be provided to Council by June 2022 	
<p>Oversee the ongoing development and integration of Council's new Performance Management Software that has been named "Perform".</p>	<p>May 2021</p> <p>June 2021</p> <p>May 2021 Dec 2021</p> <p>Jan 2022</p>	<ul style="list-style-type: none"> • Work closely with Council's Digital Services Team to integrate and populate Perform with the most significant indicators from Council Directorate 2021/22 Business Plans by May 2021 • Populate Perform with 2020/21 APSE indicators outcomes by end June 2021 • Train staff in use of Perform by end May 2021 • Use Performance Management Software to collate data and issue reports for Business Plan updates in December 2021 	<ul style="list-style-type: none"> • Complete

		<ul style="list-style-type: none"> • Use Performance Management Software to collate data and issue reports for APSE Indicators return in January 2022 	
To project manage the development of a Borough-wide "Citizen's Survey" consultation exercise with citizens and those with an interest in the area	<p>April 2021 May 2021 July 2021</p> <p>July 2021</p> <p>Aug 2021 Nov 2021</p>	<ul style="list-style-type: none"> • Agree on methods and scope of consultation by end April 2021 • Engage with elected members on the content of the survey in May 2021 • Survey to be open to the public for at least 6 weeks during June and July 2021 • To work with Council's PR and Communications team to maximise the publicity around the Citizens Survey • Report to Council on outcomes of Consultation in August 2021 • Include findings of our Citizens Survey in the Autumn Citizens Newsletter that goes to each household 	<ul style="list-style-type: none"> • Complete
To update the Performance Improvement section of Councils website	June 2021	<ul style="list-style-type: none"> • To update the Performance Improvement section of Councils website by June 2021 	<ul style="list-style-type: none"> • Complete

To develop and agree an updated Performance Improvement Policy for Council	Aug 2021	<ul style="list-style-type: none"> To work with Senior Managers to develop and agree a new Performance Improvement Policy for Council by August 2021 	<ul style="list-style-type: none"> Council still awaits the outcome of review/update of Performance Improvement legislation and Performance Duty responsibilities before progressing this work.
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Corporate Health, Safety and Well-Being

Strategic Objective			
Improvement and Innovation. The Council maintains its performance as the most efficient of NI's local authorities.			
Link to Corporate Aims and Objectives			
Work Streams / Operational Actions	Timescale	Performance Indicators / Outcomes	Update as of 31 st March 2022
Develop the annual Health and Safety inspection programme and carry out planned and ad hoc inspections as required.	May 2021	Dedicated programme of Covid 19 supportive safety tours/inspections to be developed in line with coronavirus regulations easing. Inspections now aligned with opening of facilities in line with Covid-19 Regulations	<ul style="list-style-type: none"> Complete
Identify training needs of Line Managers relating to health and safety with particular emphasis on Risk Assessment.	May/June 2021	All line managers trained at least in IOSH Working Safely	IOSH training carried out in August. 120 people nominated for training. The training is being funded via an insurance bursary and not by the Council. This training will continue into 2022/23 subject to extended funding

Review and update the Council Drivers handbook and Employee handbook.	July 2021	Legislative and Best Practice review to be undertaken. Guidance to be updated as required	<ul style="list-style-type: none"> Complete
DSE assessments now completed under new HR acquired software (iHasco)	On-going	Staff who are homeworking to complete DSE assessments. Line managers to report back on issues to be addressed	<ul style="list-style-type: none"> Complete
Carry out insurance accident investigations	On-going	In collaboration with the Council's insurers, and their investigators, carry out investigations to assist in defending accident claims	On- going.
Risk assessment review	On-going	Review of all risk assessments associated with Covid-19 across the Council, and all other assessments during audit/inspection/safety tours process	On going across the Council and will continue into 2022/23 as staff return to work post Covid restrictions
Wellbeing survey of staff returning to work	June 2021	Survey of returning staff, outworking and resolutions	Will take place when there is an increase in the number of staff returning to offices.
Staff returning to work protocol and procedures	September 2021	Safety of staff in the Covid 19 environment and lowering risk of reduced business continuity	Plans for phased return to work arrangements are in place. These are subject to on-going review. Heads of Service returning as the first formal stage.

Driver audit scheme	May 2021	Reduce the risk profile of workplace transport across the organisation. Completion of audits by all staff	Completed
Procurement of new accident reporting software	October 2021	Provide effective accident/incident/near miss reporting.	Completed
Flu jabs	October 2021	Reduce the likelihood of staff developing flu and the spread within the Council	Completed
Staff Welfare Cancer screening Big Bus	May 2021	Provide health screening	Cancer screening Big Bus visited in May and December 2021 and was fully booked on both visits

Corporate Insurance Services

Strategic Objective			
Improvement and Innovation. The Council maintains its performance as the most efficient of NI's local authorities.			
Link to Corporate Aims and Objectives			
Work Streams / Operational Actions	Timescale	Performance Indicators / Outcomes	Update as of 9 th November 2021
European journal procurement exercise for range of insurance policies	November – March 2022	16 Insurance policies to be in place for April 2022	<ul style="list-style-type: none"> Completed however issues raised regarding Cyber insurance and Officials Indemnity. Officials Indemnity remains unresolved and is an issue across Local Government.

Manage litigation claims against the Council	On-going	Currently 70 live cases being dealt with, the majority relating to fleet and public liability	On-going.
GIS mapping to plot all accident claims across the Borough	On going	Use GIS mapping to plot claims across the Borough to identify trends and hot spots requiring particular attention.	Data input regarding historical claims is on going. No hotspots have been identified.
Carry out and manage insurance investigations	On-going	In conjunction with the Council's health and safety staff, insurers and Council staff, carry out investigations to assist in defending accident claims	On Going and includes maintenance of the Council Motor Insurance database, owned and hired, a property portfolio, disposal of assets listings and increased cover should investment occur.
Develop an Insurance Strategy for Council	October 2021	Insurance strategy to be agreed by Council as identified in the	This has been drafted however may require further review if the Council is in a position that it must self-insure in relation to Officials Indemnity. The draft strategy has been sent to the Council's Auditor for comment.

		Audit programme	
Lands portfolio	November 2021		<ul style="list-style-type: none"> Complete

Civic Buildings/Estates Strategy

Strategic Objective			
Improvement and Innovation. The Council maintains its performance as the most efficient of NI's local authorities.			
Link to Corporate Aims and Objectives			
Work Streams / Operational Actions	Timescale	Performance Indicators / Outcomes	Update as of 9 th November 2021
Complete research on information required for the Civic Buildings Estates Strategy	April 2021	Building valuations, updated condition reports to be completed	<ul style="list-style-type: none"> Future office accommodation need is being assessed as Staff return to work and office re configuration is being planned to maximise use of space to identify surplus as staff return to work post Covid restrictions.
As agreed by Land and Property Sub-Committee, Elected Member workshop to progress Civic Buildings Estates Strategy	May/June 2021	Workshop to be arranged.	<ul style="list-style-type: none"> Completed
Review of Town Hall and Civic Building pricing policy	December 2021	Ensure value for money	<ul style="list-style-type: none"> This will be carried out in 2022/23

<p>NI 100 Centenary Project to be undertaken in relation to Coleraine Town Hall.</p>	<p>September 2021</p>	<p>Stain glass window to be designed, manufactured and installed in Coleraine Town Hall.</p> <p>Designer appointed by end of April 2021. Design process with Council Working Group, Historical Advisory Group and the Hon the Irish to commence early May.</p>	<ul style="list-style-type: none">• Window draft design complete. The window content was screened and requires a full EQIA. A consultant has been appointed to lead the process. Consultations are planned for May and June 2022.
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Appendix 2.

Performance Section Business Plan 2022/23

Performance Improvement

<p>Strategic Objective Improvement and Innovation. The Council maintains its performance as the most efficient of NI's local authorities.</p>		
<p>Work Streams / Operational Actions</p>	<p>Timescale</p>	<p>Performance Indicators / Outcomes</p>
<p>To manage and deliver the publication of a Performance Improvement Plan for the business year 2022/23</p>	<p>May 2022 June 2022 June 2022</p>	<ul style="list-style-type: none"> Improvement Objectives shared with members in March 2022, developed by April 2022 and then agreed in May 2022 Consultation completed with public and staff by June 2022, and Consultation Report published by 30 June 2022 Performance Improvement Plan agreed and published by 30 June 2022
<p>To manage and deliver the publication of the Council's Performance Self-Assessment for the business year 2020/21</p>	<p>Sept 2022</p>	<ul style="list-style-type: none"> Performance Self-Assessment activity completed, and report published by 30 September 2022
<p>To provide updates to Council Committees on Performance and Improvement related activities</p>		<ul style="list-style-type: none"> Updates to Council in May 2022, June 2022, September 2022, December 2022 and March 2023
<p>Facilitate and assist the NI Audit Office in their annual Performance Audit of Council</p>	<p>Dec 2022</p>	<ul style="list-style-type: none"> Provide all support, information and evidence required by NIAO in order for them to complete their Performance Audit of Council by December 2022
<p>Facilitate and assist the Council's nominated Internal Auditors in their annual Internal Performance Audit of Council</p>	<p>June 2022</p>	<ul style="list-style-type: none"> Provide all support, information and evidence required by Council's nominated Internal Auditors in order for them to complete their Internal Performance Audit of Council's Performance function by June 2022

To manage and oversee the Council's submission of data and outcomes to the APSE led National Performance Network for benchmarking and performance	July 2022 Second batch January 2023	<ul style="list-style-type: none"> • Oversee the additional training requirements for staff across all services by APSE • Oversee the data collation and final submission to APSE of 2021/22 information by July 2022 and then the "second batch" of 2022/22 performance information by end January 2023
Work with Service areas to develop and publish improved Business Plans for the year 2022/23	May 2022 June 2022 Dec 2022 June 2023	<ul style="list-style-type: none"> • Service and Directorate Business Plans to be developed with more focus of measurable outcomes and areas for improvement • Service and Directorate Business Plans to be agreed by relevant Committees as close as possible to May 2022 • Year-end updates against 2021/22 Business Plans to be provided to Council Committees by June 2022 • Mid-year updates against 2022/23 Business Plans to be provided to Council in December 2022 • Year-end updates against 2022/23 Business Plans to be provided to Council by June 2023
Oversee the ongoing development and integration of Council's new Performance Management Software called "Perform"	June 2022 June 2022 July 2022 Dec 2022 Jan 2023	<ul style="list-style-type: none"> • Work closely with Council's Digital Services Team to integrate and populate Perform with the most significant indicators from Council Directorate 2022/23 Business Plans by end June 2022 • Populate Perform with 2021/22 APSE indicators outcomes by end June 2022 • Train services staff in use of Perform by end July 2022 • Use Performance Management Software to collate data and issue reports for Business Plan updates in December 2022 • Use Performance Management Software to collate data and issue reports for APSE Indicators return in January 2023
Report to Audit Committee on progress against Council's Proposals for Improvement from the 2021/22 NIAO Audit and Assessment Report	Sept 2022 Dec 2022 March 2023	<ul style="list-style-type: none"> • Report to Audit Committee on progress against Councils Proposals for Improvement from the 2021/22 NIAO Audit and Assessment Report

To update the Performance Improvement section of Councils website	July 2022	<ul style="list-style-type: none"> To update the Performance Improvement section of Councils website by June 2022
To develop and agree an updated Performance Improvement Policy for Council	Aug 2022	<ul style="list-style-type: none"> To work with Senior Managers to develop and agree a new Performance Improvement Policy for Council by August 2022

Corporate Health, Safety and Well-Being

Work Streams / Operational Actions	Timescale	Performance Indicators / Outcomes
Develop the annual Health and Safety inspection programme and carry out planned and ad hoc inspections as required.	May 2022	Dedicated programme of Health and Safety site inspections and follow up reports to Management with key actions. Programme to be agreed with Corporate Health and Safety Committee. Programme attached as Appendix 3.
New Driver Audit system to be procured	June 2022	Specification to be agreed and tender process to be undertaken through e sourcing. Tender report to Council June 2022. System fully operational by July 2022. Addition of Elected Members onto the system.
Programme of major events to be supported (eg Air show, NW200, Raft race, Lamas Fair)	On going	Assist and support all Departments with Health and Safety at events and to ensure Risk Assessments are robust and comply with all relevant legislation.
Programme of Health and Safety training to be implemented across the Council	On-going	Funding to be provided via the Insurance broker to support IOSH training. Training to commence in September 2022.
Carry out insurance accident investigations	On-going	In collaboration with the Council's insurers, and their investigators, carry out investigations to assist in defending accident claims

Wellbeing survey of staff based on HSE Management Standards	October 2022	Survey of returning staff, outworking and resolutions
Health Fairs to be organised at Council depots and nurseries focusing on front line staff. Health provider to be procured to deliver this service	June/July 2022	Health Fairs to be organised across the Council Depots to encourage Operations staff and Estates Staff to participate in health screening. This will include blood pressure, Cholesterol and dietary advice.
Programme of well-being activities in place for Staff	On going	Staff golf outing organised for June 2022 at Ballyreagh. Wider programme of activities to be progressed through the Health and Well-Being working group.
Flu jabs	October 2022	Programme of Flu Jabs to be arranged in conjunction with the practitioner for October 2022. To be offered to all staff and Elected Members.
Staff Welfare Cancer Screening Big bus	September 2022	Two bookings to be arranged at two different locations to accommodate as many staff as possible to attend this important service.

Corporate Insurance Services

Work Streams / Operational Actions	Timescale	Performance Indicators / Outcomes
Renewal issues requiring attention	On going	The Councils in Northern Ireland have been unable to procure Officials Indemnity Insurance. There are on going discussions regarding an 11 Council collaborative approach.
Management of the 2022/23 Council Insurance programme	On going	The renewal is now in place for the 2022/23 insurance programme. Costs and details are presented in a separate report.
European journal procurement exercise for range of insurance policies	November 2022 – March 2023	16 Insurance policies to be in place for April 2023/24. There are concerns that lack of competition and Brexit issues may result in the Council requiring to Self-Insure across a number of Policies in 2023/2024.
Manage litigation claims against the Council	On-going	Currently 70 live cases are being dealt with as follows Public Liability 39 Employers Liability 16 Fleet 12 Property 1 Legacy 2
GIS mapping to plot all accident claims across the Borough	On going	Use GIS mapping to plot claims across the Borough to identify trends and hot spots requiring particular attention.
Carry out and manage insurance investigations	On-going	In conjunction with the Council's health and safety staff, insurers and Council staff, carry out investigations to assist in defending accident claims

Develop an Insurance Strategy for Council.	July 2022	Strategy drafted and will be presented to Council for approval. Awaiting outcome of potential requirement to self- insure should the Broker be unable to procure insurance cover. This will impact on the Strategy.
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Civic Buildings

Work Streams / Operational Actions	Timescale	Performance Indicators / Outcomes
Review of all office accommodation in relation to Flexible working Policy to inform the Estates Strategy	September 2022	Office requirements reviewed by Directorate to identify the degree to which the Civic Building footprint can be reduced. Report to Council to clarify the position to inform the Estates Strategy.
Staff Civic Building accommodation requirements. Cloonavin re configuration to accommodate Leisure and Development on second floor.	August 2022	Offices and floor layout to be re configured to maximise efficiency in the use of the office space
Staff Civic Building accommodation requirements. Cloonavin re configuration to accommodate Finance on second floor	October 2022	Offices and floor layout to be re configured to maximise efficiency in the use of the office space
Staff Civic Building accommodation requirements. Cloonavin re configuration to accommodate Corporate Services	November 2022	Offices and floor layout to be re configured to maximise efficiency in the use of the office space
Review of Town Hall and Civic Building pricing policy	August 2022	Ensure value for money
Equality Impact Assessment for Stained Glass Window	September 2022	Consultant to be appointed to lead the process. 12 week consultation period and associated consultation activities. Report presented to Council in September

Reduce Energy consumption	On going	Target to reduce energy consumption by 10% in the Civic buildings and town halls. Programme of energy saving measures to be put in place. Engaging with Council's Energy Manager to identify historic consumption figures for heating and electricity and to set targets and practical measures.
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Appendix 3.

Causeway Coast and Glens Borough Council. Corporate Health & Safety Inspection Programme 2022/2023

This table of inspections is linked to the Health and Safety Risk Priorities listed in the Strategy document and Strategy Action Plan 2021/2024. The inspections will be undertaken in accordance with the corresponding H&S Policy Directive and relevant inspection checklists. The Inspection programme will be agreed by the Corporate Health and Safety Committee and the Senior Management Team. Reports will be returned to the relevant Facility Manager and copied to the Head of Service and Director.

Risk Priority Area	Specific Services/activities/locations to be Inspected	
Waste Management	HRCs. Transfer Stations. Sweepers/Big Bite. Waste Contractors on Council sites. Observation of RCV activities with WISH checklist	April – June 2022
Grounds maintenance activities	Ballyreagh Golf Course. Cemeteries and grave digging. Benone golf course and maintenance shed.	
Buildings maintenance activities	Silica dust and gas formation. Woodworking workshops. Joiners and painters teams. Priority items on TABS systems	
Facilities management	Tier 2 facilities at Dungiven, Garvagh, Ballycastle. JDLC. Legionella focus – Town Halls. Caravan parks. Play areas.	
Fleet Maintenance	Ballycastle garage facility. Vehicle observations/checks/ride alongs.	July – September 2022
Harbours, marinas, beaches, countryside	Coleraine marina boat lifts and ancillary activities. Beach risk assessments. Garvagh bike trail.	
Lone working and site visits	Enforcement officers. Planners. EHOs. (Training, risk assessment, supervision)	
Health and wellbeing	Staff survey. Events. Initiatives.	September 2022 – March 2023
Occupational road risk	Driver audit. Focus on RTC investigations and consequences.	Various
Office based activities	Civic buildings. Community centres.	
Events	Monitoring provision of safety at events.	Various

General Observations – Miscellaneous health, safety and welfare spot checks will be carried out on facilities where time allows. These will not be full inspections/audits but will be recorded in the same way and any recommendations will be escalated to the Head of Service and Director. NB. These may be unannounced visits.