

Title of Report:	Performance Section Business Plan 2024/25
Committee Report Submitted To:	Corporate Policy and Resources Committee
Date of Meeting:	Tuesday 25th June 2024
For Decision or For Information	For decision
To be discussed In Committee YES/NO	No

Linkage to Council Strategy (2021-25)	
Strategic Theme	Council operates as one effective and efficient corporate unit with a common purpose and culture
Outcome	Business Plan agreed by the Council
Lead Officer	Head of Performance

Budgetary Considerations	
Cost of Proposal	£3.56m
Included in Current Year Estimates	YES
Capital/Revenue	Revenue
Code	
Staffing Costs	

Legal Considerations	
Input of Legal Services Required	NO
Legal Opinion Obtained	NO

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

1.0 Purpose of Report

1.1 The purpose of this report is to present the Performance Section Business Plan 2024/2025 as set out in Appendix 1 to Elected Members for approval.

2.0 Functions of the Section

2.1 The Performance Section comprises a number of Council functions. These are as follows:

- Corporate Performance Improvement
- Management of Civic Facilities and Town Halls
- Corporate Health and Safety Management
- Corporate Health and Well being
- Council Insurance Services

2.2 Corporate Performance Improvement

Corporate Performance Improvement planning is one of the new functions prescribed within the Local Government Act (NI) 2014. There is a requirement for the Council to have in place annually a Performance Improvement Plan across Council functions. The planning process must involve consultation with ratepayers, users of Council services and any other stakeholders. Each year the Corporate Performance Improvement Plan is subject to two audits from the NI Audit Office. A forward looking audit to assess if the plan is likely to meet the requirements of the Act and a year-end audit to assess the Council's actual performance against targets. The assessment of performance must be published on the Council's website. The Act also requires Council's to compare their performance with other providers as part of the on-going performance improvement process.

2.3 Management of Civic Facilities and Town Halls

The section is responsible for the management of Cloonavin, Riada House, Limavady Offices and Sheskburn House. Responsibility also extends to the Town Halls in Coleraine, Ballymoney, Portrush and Kilrea.

2.4 Corporate Health and Safety Management

The purpose of the Corporate Health and Safety Unit is to assist all sections of the Council to meet their statutory responsibilities specified in the Health and Safety at work Order 1978, the Management of Health Safety at Work Regulations (NI) 2000 and any other relevant legislation. To this end advice, training and guidance is provided to all Council Service areas and in conjunction with this staff carry out site inspections and incident investigations as and when required. Council Health and Safety staff work with the Northern Ireland Health and Safety Executive and other statutory bodies as part of on-going duties to keep abreast of legislative updates and best practice. The Health and Safety unit

has in place a Health and Safety strategy and action plan that is reviewed annually.

2.5 Corporate Health and Well-being

Corporate Health and Wellbeing applies to all staff across the Council. The Council has signed up to a best practice Charter and this provides focus on the various good practice activities and practices that an employer should embark upon when addressing the health and well-being of its employees. The Health and Well-being function is supported by volunteers across the Council. Some staff activities are organised on a weekly basis such as lunchtime/after work exercise classes and some annual events such as the golf outing. Other activities are health focused particularly the programme of health fairs organised at Council locations across the Borough and booking of the breast cancer screening bus. The Health and Well-being programme of work is further enhanced by our colleagues in Human Resources who work along with an external mental health advisory body called “Inspire”, circulating advice to staff on a wide range of issues such as stress, family pressures, mental health and depression.

2.6 Council Insurance Services

The Council has in place 16 Insurance policies to cover the various liabilities arising from the range of services that it provides. Policies include Public Liability, Employers Liability, Fleet Insurance, Environmental Insurance, Building Insurance, Civic Regalia and Business Interruption. Each year the Council’s Insurance broker undertakes a European Journal procurement exercise to get Best Value. The costs of the various insurance policies are allocated across Council Departments. Performance staff deal with all claims, investigations, court case preparations, administration of all insurance processes and upkeep of all files.

3.0 Staffing Structure

3.1 The section reports to the Chief Executive and is led by the Head of Performance. Reporting to the Head of Performance are the Corporate Health and Safety and Insurances Manager, the Performance Improvement Officer and the General Facilities Manager.

4.0 Strategic Context

4.1 Annual Budget

The 2024/25 budget for the section is as follows:

Expenditure area	Annual Budget	Other
Corporate Insurance Services	£62,000 Wages	£1.55M policy costs allocated across

		Council Departments
Corporate Health and Safety	£182,000	
Corporate Well-Being	£40,000	Includes defibrillator provision
Civic Buildings and Town Halls	£1.58m	
Performance Improvement	£149,000	Includes annual audit cost.

4.2 The Performance Section functions are primarily support functions to other Council Departments. However, there is a requirement to work with external partners such as the Health and Safety Executive, Department for Communities and Insurance Companies. There is also on going interaction with the general public through management of the Civic Buildings and Town Halls.

5.0 Swot Analysis

Strengths

- The Section has very experienced staff that have been in place since 2016.
- The staff have developed strong working relationships across the Council
- The section has developed capacity across the Council via training in areas such as Health and Safety, APSE benchmarking and Insurance.
- There have been consistently very satisfactory annual reports from the Local Government Auditor regarding Performance Improvement across Council Services in relation to the annual Performance Improvement Plan
- The Citizens surveys provide the Council with accurate feedback on services and how resources can be applied to best improve them

Weaknesses

- There is a lack of competition in relation to tendering for the annual insurance policies and this may result in rising costs.
- Potential business continuity risks should any of the long term staff leave the Council.
- Potential for major reputational damage to Council should there be major Health and Safety breaches.
- There is reliance on staff across the Council to adhere to all Health and Safety policies and procedures and the human element is always a factor in terms of non compliance and the resulting outcomes that Council are held responsible for.

Opportunities

- Review of the Civic building footprint may result in greater efficiency and reduced operational cost.
- New accident reporting and investigation bespoke software package will assist in defending insurance claims and therefore reduce premiums.
- Annual Health and Safety inspection programme is improving the health and safety culture of the Council illustrated by a reduction year on year of accidents and RIDDOR reports to the Health and Safety Executive.
- Potential to increase staff numbers in the Health and Safety section to provide an additional focus on training and building Health and Safety capacity corporately across Council services.
- Potential to increase the footfall in the Town Halls via improved marketing.

Threats

- The Insurance market is volatile and there is the possibility of both inflated policy costs in the future and the potential for zero market interest in higher risk policy areas. Self Insurance is reviewed annually as a mitigation approach.

6.0 Recommendation

It is recommended that the Corporate Policy and Resources Committee recommends to Council that the Performance Section Business Plan be agreed as set out in Appendix 1.

Appendix 1.



**Causeway
Coast & Glens
Borough Council**

***Chief Executive Directorate
Performance Section***

***BUSINESS PLAN
2024/2025***

The Performance Section comprises a number of Council functions. These are as follows:

- Corporate Performance Improvement
- Management of Civic Facilities and Town Halls
- Corporate Health and Safety Management
- Corporate Health and Well being
- Council Insurance Services

Annual Budget

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Performance Improvement	£149,000	Includes annual audit cost.

Directorate	Chief Executive
Service Area	Performance
Reporting Year	2024/25

Business Plan Objective 1
Council will comply with its legislative Performance Duty and will maintain its ambition to achieve continuous improvement in the functions and services that it provides.
Lead Officer(s):
Performance Improvement Officer
Link to Corporate Strategy:
Corporate Strategy Theme: Improvement and Innovation
Link to Community Plan:
No direct link – Corporate Delivery
Link to Performance Improvement Plan:
2023/24 Performance Improvement Objective 2 We will further develop and embed improvements to Council’s Performance Improvement and Business Planning processes

Work Stream	Actions	Financial Information/ Budget £149k	Timescale	Performance Indicator(s) APSE Benchmarking Indicators	Progress	RAG Status
Performance	To manage and deliver the publication of a Performance Improvement Plan for the business year 2024/25		May 2024 June 2024 June 2024 Sep 2024	Improvement Objectives shared with members in March 2024, May 2024, developed, and then agreed by June 2024 Consultation completed with public and staff by June 2024, and		

				<p>Consultation Report published by 30 September 2024</p> <p>Performance Improvement Plan 2024/25 agreed and published by 30 June 2024</p>		
	To manage and deliver the publication of the Council's Performance Self-Assessment for the business year 2023/24		Sept 2024	Performance Self-Assessment activity completed, and report published by 30 September 2024		
	To provide timely and informative updates to Council Committee on Performance and Improvement related activities		Quarterly	Provide a quarterly update to Committee for Performance Improvement related work		
	Facilitate and assist the NI Audit Office in their annual Performance Audit of Council		Dec 2024	Provide all support, information and evidence required by NIAO in order for them to complete their Performance Audit of Council by December 2024		
	Report to Audit Committee on progress against Council's Proposals for Improvement from the 2023/24 NIAO Audit and Assessment Report		Sept 2024 Dec 2024 March 2025	Report to Audit Committee on progress against Council's Proposals for Improvement from the 2023/24 NIAO Audit and Assessment Report		
	Facilitate and assist the Council's nominated Internal Auditors in their annual cycle of Audit across Council		March 2025	If required, 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 March 2025		
	To manage and oversee the Council's submission of data and outcomes to the APSE led National Performance Network for benchmarking and performance		July 2024	Oversee the additional training requirements for staff across all services by APSE		
			Second batch January 2025	Oversee the data collation and final submission to APSE of 2023/24 information by July 2024 and then the "second batch" of 2023/24 performance information by end January 2025		
	Work with Council Service areas to develop and publish improved Business Plans for the year 2024/25		May 2024	Service and Directorate Business Plans to be developed with more focus of measurable outcomes and areas for improvement		
			June 2024	Service and Directorate Business Plans to be agreed by relevant Committees as close as possible to May 2024		
			June 2024	Year-end updates against 2023/24 Business Plans to be provided to Council Committees by June 2024		
			Dec 2024	Mid-year updates against 2024/25 Business Plans to be provided to Council in December 2024		

			June 2025	Year-end updates against 2024/25 Business Plans to be provided to Council by June 2025		
	Oversee the ongoing development and integration of Council's Performance Management Software called "Perform"		June 2024	Work closely with Council's Digital Services Team to integrate and populate Perform with the most significant indicators from Council Directorate 2024/25 Business Plans by end June 2024		
			Sept 2024	Populate Perform with 2023/24 APSE indicators outcomes by end September 2024		
			Dec 2024	Increase training in the use of Perform software to key staff across the Council by end Dec 2024		
			Jan 2025	Use Performance Management Software to collate data and issue reports for Business Plan updates in December 2024 Use Performance Management Software to collate data and issue reports for APSE Indicators return in January 2024		

	To update the Performance Improvement section of Councils website		July 2024	To update the Performance Improvement section of Councils website by June 2024		
	To develop and agree an update to Council's new Performance Improvement Policy		Jan 2025	To work with Senior Managers to review and update Council's Performance Improvement Policy by January 2025		
	To lead on the development and delivery of Council's next Citizen's Survey		Sep 2024 October 2024 Nov 2024	Carry out research, engagement, and development activities by end September 2024 Devise new survey, questions, and themes Conduct Survey Target 3,000 respondees Report to Council and Public by November 2024		
	Work with colleagues across Council to complete a review of the Council's Corporate Strategy by end June 2024		Apr-May 2024 June 2024	Conduct review process by May 2024 Collate analysis and submit Report by end June 2024		
	Work with third party consultants to provide a series of independent data validation visits for Council Services		June 2024 March 2025	Conduct first data validation exercise by end June 2024 Conduct mop-up and second data validation exercise by end March 2025		

Risk Management
Identify Risks and any Mitigating Actions Required:

1. NIAO Annual Performance Audit presents a reputational risk to Council if we are judged to have failed to meet the Performance Duty. Mitigations include close working relationship with other Councils and the DfC to enable sharing of good practice. Council also has strong processes in place to ensure preparedness for the Audit.
2. Citizens Survey carries risk of a low response rate. A wide variety of promotional mediums are being employed to mitigate this.
3. Perform system needs to be updated and re-evaluated for the increasing scale of performance information that Council is managing. This is a priority area of work for 2024/25.

Directorate	Chief Executive
Service Area	Performance
Reporting Year	2024/2025

Business Plan Objective 2:
Council will comply with its legislative Performance Duty and will maintain its ambition to achieve continuous improvement in the functions and services that it provides.
Lead Officer(s):
Corporate Health and Safety and Insurance Services Manager
Link to Corporate Strategy:
Cohesive Leadership
Link to Community Plan:
No direct link – Corporate Delivery
Link to Performance Improvement Plan:
No direct link – Corporate Delivery

Work Stream	Actions	Financial Information/ Budget £182k	Timescale	Performance Indicator(s) APSE Benchmarking Indicators	Progress	RAG Status
Corporate Health	Programme of audit and inspection across all service		April 2024 to March 2025	KPIs identified and incorporated into a strategy and action plan,		

and Safety	areas to highlight the importance of health and safety and to identify shortcomings in delivery. The audit programme will also maintain a focus on health and safety for managers and service heads and reports will be circulated to various stakeholders including Directors.			agreed by Corporate health and safety committee (CHSC). Regular updates to CHSC.		
	Investigation of accidents and incidents arising in the workplace to identify trends and prevent recurrence.		Ongoing	All reports entered onto the web-based accident reporting system are notified to the corporate health and safety team and monitored for trends. More serious incidents are investigated further.		
	Ongoing monitoring of operational staff in high-risk areas to ensure compliance with risk assessments and safety culture.		Ongoing	Improved standards of safety at work.		
	Liaison with external stakeholders including HSENI, WISH NI, Local Authority Safety Advisors Network (LASAN)		Ongoing	Sharing of best practice and compliance with regulatory requirements.		
	Driver Audit delivery – all staff to complete to reduce risk		June/July/August 2024	Audit delivered to all staff inclusive of Staffline staff with a completion date of August 2024. Returns from		

	profile of both professional and grey fleet users			all staff monitored and managers notified of poor or no response.		
	Programme of major events to be supported (eg Air show, NW200, Raft race, Lamas Fair)		Ongoing	Assist and support all Departments with Health and Safety at events and to ensure Risk Assessments are robust and comply with all relevant legislation.		
	Risk management reduction programmes in tandem with Councils insurers. External consultant (Insurance broker risk management consultant) to be appointed to audit Council health and safety management system.		Before end August 2024	Insurer risk management consultant to work with Council Officers to reduce likelihood of accidents, leading to a reduction in claim numbers. Insurance broker risk management consultant will produce a report which will have key actions for Council to address		

<p>Risk Management</p> <p>Identify Risks and any Mitigating Actions Required:</p> <p>Poor safety and health culture could lead to increase in accidents and accident severity, resulting in increased scrutiny from enforcing authorities and possible prosecution. The above positive initiatives will maintain the profile of a positive safety culture and reduce that risk.</p>
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Directorate	Chief Executive
Service Area	Performance
Reporting Year	2024/2025

Business Plan Objective 2:
Council will comply with its legislative Performance Duty and will maintain its ambition to achieve continuous improvement in the functions and services that it provides.
Lead Officer(s):
Corporate Health Safety and Insurance Services Manager
Link to Corporate Strategy:
Healthy Active and Engaged Communities
Link to Community Plan:
No direct link – Corporate Delivery
Link to Performance Improvement Plan:
No direct link – Corporate Delivery

Work Stream	Actions	Financial Information/ Budget £40k £40k	Timescale	Performance Indicator(s)	Progress	RAG Status
Corporate Health	Healthy living initiative in Civic Headquarters. 12 week		Various	APSE Benchmarking Indicators Numbers taking part. Weight lost and successful completion.		

and Well being	programme aimed at increasing exercise and healthier eating with a focus on weight loss.					
	Golf outings with a view to establishing a society of like-minded staff from across the organisation.		Spring summer 2024	Numbers taking part		
	Action cancer big bus booked to enable staff to have breast scans		Winter 2024	Complete use of all appointments		
	Couch to 5K		Spring summer 2024	Completion of the programme. Staff in both Cloonavin and Ballycastle taking part.		
	Health fairs in Civic buildings		Summer/Autumn 2024	Participation of staff monitored		
	Programme of influenza vaccinations for staff		October 24	Annual programme of Flu Jabs to be arranged in conjunction with the practitioner for October 2024. To be offered to all staff and Elected Members. Assess uptake for future years' programmes.		

Risk Management
Identify Risks and any Mitigating Actions Required:

	Chief Executive
Service Area	Performance
Reporting Year	2024/2025

Business Plan Objective 3:
Council will comply with its legislative Performance Duty and will maintain its ambition to achieve continuous improvement in the functions and services that it provides.
Lead Officer(s):
General Facilities Manager
Link to Corporate Strategy:
Cohesive Leadership
Link to Community Plan:
No direct link – Corporate Delivery
Link to Performance Improvement Plan:
No direct link – Corporate Delivery

Work Stream	Actions	Financial Information/ Budget £1.58m	Timescale	Performance Indicator(s) APSE Benchmarking Indicators	Progress	RAG Status

Civic Buildings	Review the future use on the four Council administrative buildings and align with actual operational requirements post Covid and in relation to the new Agile Working Policy		November 2024	Office capacity aligned with operational needs		
	Market the Town Halls to increase usage		On Going	Increase in number of bookings in each of the Town Halls as a result of marketing and advertising campaign.		
	Administer the provision of Defibrillators as agreed by Council		On Going	Defibrillators located in beach areas and in key high risk Council locations		
	Review reception staffing structure across the four Civic Buildings		November 2024	Staff structure to reflect the new Civic building footprint		
	Develop a new canteen area for staff in Cloonavin		August 2024	New canteen area in place		

Risk Management
Identify Risks and any Mitigating Actions Required:

Directorate	Chief Executive
Service Area	Performance
Reporting Year	2024/2025

Business Plan Objective 3:
Council will comply with its legislative Performance Duty and will maintain its ambition to achieve continuous improvement in the functions and services that it provides.
Lead Officer(s):
Corporate Health and Safety and Insurance Services Manager
Link to Corporate Strategy:
Improvement and Innovation
Link to Community Plan:

No direct link – Corporate Delivery
Link to Performance Improvement Plan:
No direct link – Corporate Delivery

Work Stream	Actions	Financial Information/ Budget £1.617m	Timescale	Performance Indicator(s) APSE Benchmarking Indicators	Progress	RAG Status
Corporate Insurance	Collaborate with insurance brokers to reduce risk profile across the organisation. Audit of safety management system		Summer 2024	Report from auditor		Yellow
	Management of the 2024/25 Council Insurance programme		Spring 2024	The renewal is now in place for the 2024/25 insurance programme. Costs and details are presented in a separate report.		Green
	European journal procurement exercise for range of insurance policies		December 2024/January 2025	Successful procurement of required policies.		Green
	Manage litigation claims against the Council		Ongoing	Currently approximately 70 live cases are being dealt with. Consult with legal representatives to strengthen case defensibility		Green

	Carry out and manage insurance investigations		Ongoing	Regular meetings, communication and site visits with insurance investigators take place, to attempt to mitigate claims. Assistance also sought from asset holders, supervisors and managers to gather the information needed to defend claims. Regular updates through the inspection process advises managers of the requirement for this documentation.		
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Risk Management Identify Risks and any Mitigating Actions Required: High insurance costs and failure to acquire an insurance provider. Review annually and potential for self insurance.
