

# **PERFORMANCE DIRECTORATE**

## **Corporate Performance and Compliance**

### **BUSINESS PLAN 2017/18**

## **PURPOSE OF THIS PLAN:**

- Give a clear sense of what the service is for and the challenges it faces.
- Show how it is supporting Council's priorities.
- Show how it is contributing to the efficiency drive and transformation of service delivery.
- Show how it is aligning its resources to meet the challenges ahead.
- Help us to hold ourselves to account and ensure we deliver for Council and its residents.
- Bring key information together in one place about the service, which Members, staff and stakeholders can understand.

## **STRATEGIC VISION AND OBJECTIVES OF THE COUNCIL**

“Maximise the benefits of our unique location and landscape by providing ambitious, accessible, innovative and efficient services which fulfil customer expectations”

**The mission of the Causeway Coast and Glens Borough Council for 2015 - 2019 is to:**

Improve the quality of life and well-being for all of our citizens and visitors by:

- Providing effective and sustainable local public services;

- Accelerating our economy and improving economic prosperity;
- Placing local communities at the heart of decision making;
- Protecting and enhancing our unique natural environment and assets; an
- Advocating for the area and our citizens in both local and international arenas

## **STRATEGIC THEMES OF THE COUNCIL**

<b>Strategic Themes</b>	<b>We Will Achieve These Outcomes by 2019</b>
<b>Leader and Champion</b>	<ul style="list-style-type: none"> <li>• Our Elected Members will provide civic leadership to our citizens, working to promote the Borough as an attractive place to live, work, invest and visit;</li> <li>• We will establish key relationships with Government, agencies and potential strategic partners in Northern Ireland and external to it which helps us to deliver our vision for this Council area</li> </ul>
<b>Accelerating Our Economy and Contributing to Prosperity</b>	<ul style="list-style-type: none"> <li>• The Council will work with its partners to maximise business start-up opportunities and encourage existing enterprises to grow and prosper;</li> <li>• The Council will work with partners to maximise investment funding opportunities from external sources including; the Northern Ireland Assembly, the European Union, the Rural Development Programme, and from private sector financing.</li> </ul>

<b>Innovation and Transformation</b>	<ul style="list-style-type: none"> <li>• The Council will continuously examine and introduce ways to provide services in more accessible and efficient ways;</li> <li>• The Council will embrace new technologies and processes where they can bring about better experiences for citizens and visitors.</li> </ul>
<b>Resilient, Healthy and Engaged Communities</b>	<ul style="list-style-type: none"> <li>• Council will work to support healthy lifestyle choices for all citizens;</li> <li>• Citizens will have access to Council recreational facilities and protected natural environments which help them to develop their physical, emotional and cognitive health</li> <li>• Council will work to develop and promote stable and cohesive communities across the Borough.</li> </ul>
<b>Protecting and Enhancing Our Environments and Assets</b>	<ul style="list-style-type: none"> <li>• All environments in the area will benefit from pro-active decision making which protects the natural features, characteristics and integrity of the Borough;</li> <li>• Our citizens will be given the maximum opportunity to enjoy our natural environments;</li> <li>• Our natural assets will be carefully managed to generate economic and social returns without compromising their sustainability for future generations.</li> </ul>

## **CORPORATE PERFORMANCE AND COMPLIANCE FUNCTIONS**

### **KEY OPERATIONAL OBJECTIVES**

#### **1. Corporate Performance Improvement**

- Adherence to the Performance Duty within the Local Government Act (NI) 2014
- To ensure the Council has arrangements in place to deliver continuous improvement
- To develop performance indicators and undertake analysis of performance information to enable the Council to track performance and make informed decisions

#### **2. Performance Management**

- To ensure the Council develops a culture of performance management across its services
- To develop a robust performance management framework across the Council

#### **3. Transformational Change**

- Formulation and implementation of a corporate, cross cutting programme of transformational change in line with Council priorities and the Community Plan.
- Development of change management programmes, projects and work streams to deliver the change programme
- Undertake consultation with all relevant stakeholders

#### **4. Facilities Management**

- Management of the Council's Headquarters, Civic buildings and Town Halls

#### **5. Estates Strategy**

- Plan and implement a strategy for the re configuration of the delivery of the Council's non front line services

## **6. Corporate Health and Safety**

- Management of the Corporate Health and Safety function across the Council
- Delivery, monitoring and review of the Council's Health and Safety strategy and associated policies
- Promote a pro-active and innovative health and safety culture across the Council

## **7. Corporate Risk Management**

- Delivery of the risk management function across the Council
- Development, implementation and review of the Council's risk management strategy and associated risk registers
- Provide strategic advice regarding risks across the Council

## **8. Audit Services**

- Delivery of the corporate Audit function and ensure that adequate processes, systems and controls are in place to meet all internal and external audit requirements
- Develop and implement the annual audit plan to reflect key Council priorities and risks

## **9. Insurance Services**

- Management of the corporate insurance function
- Ensure adequate insurance cover arrangements are in place for the Council to reflect Council functions, assets and liabilities and to manage these arrangements.
- Management of insurance claims both by and against the Council

## **10. Legal Services**

- Management of the Council's legal services function
- Source and communicate legal advice and assurance in relation to all legal matters relating to the operation of the Council and Council services
- Advise on Council's compliance with relevant and emerging legislation

## **11. Sustainable Development**

- Lead manage and promote the Sustainable Development Strategy
- Develop and manage a sustainable development plan across the Council

## **12. Land and Property Services**

- Strategic and operational management of the Council's land and property portfolio
- Ensure systems and processes are in place to manage, protect, inspect and monitor the land and property portfolio
- To deal with all associated land and property legal matters

## Corporate Performance and Compliance Strategic Objectives

Function	Strategic Objectives 2017/2018	Budget 17/18
Corporate Performance Improvement	To develop and programme manage the delivery of the annual Performance Improvement Plan in line with the Duty under the Local Government Act (NI) 2014. The plan is a key driver for improving the performance of the Council in line with the Community Planning objectives.	0
Performance Management	To begin a process of developing a performance management framework for the Council	0
Transformational Change	To identify key priorities and develop a transformational plan for the Council. This will involve a range of service reviews	0
Facilities Management	To ensure the effective and efficient management of the Council Headquarters, Civic buildings and Town Halls.	961,052
Estates Strategy	To re align the location of the Council's non-front line services to reflect customer needs and operational efficiency. Physical move of the Planning function to Council	Business plan payback
Corporate Health and Safety	To deliver a corporate Health and Safety service across the Council to ensure a best practice culture is developed and relevant legislation is adhered to. To ensure the Health and Safety strategy is promoted across the Council	210,264
Corporate Risk Management	To develop a risk management culture across the Council to ensure that an effective process is in place to identify	0



	and manage risk. Introduce a process that captures the escalation of risk areas from departmental level through to Senior Management Team and Council.	
Audit Services	To provide the Council with a robust and effective Audit service in the delivery of functions across the Council. The Audit Committee will be the scrutiny body for the Performance Improvement Plan.	183,524
Insurance Services	To manage the insurance function for the Council. Key objectives include improving the quality of information available to defend claims and working with the Health and Safety function to reduce accidents that lead to claims.	689,629
Legal Services	To offer an effective legal service across Council services. A key objective is to minimise reliance on the private sector by gaining experience from working as part of the Legal Service SLA.	135,500
Sustainable Development	To introduce sustainable development projects that will assist the Council in meeting its legislative obligations.	0
Land and Property Services	To manage the Council's Land and Property portfolio. Key objectives include integrating the Legacy Council files and documentation into one central system and acquiring title on property transferring as part of Local Government re-organisation.	Captured under legal fees

## Action Plans

Strategic Objective			
<p><b>1. To develop and programme manage the delivery of the annual Performance Improvement Plan in line with the Duty under the Local Government Act (NI) 2014. The plan is a key driver for improving the performance of the Council in line with the Community Planning objectives.</b></p>			
<p><b>Link to Corporate Aims and Objectives</b></p> <ul style="list-style-type: none"> <li>• Innovation and Transformation</li> <li>• Resilient, Healthy and Engaged Communities</li> </ul>			
Work Streams / Operational Actions / Outcomes	Budget £	Timescale	Performance Indicators
Develop new projects for the 2017/2018 Performance Improvement Plan	0	April 2017	<ul style="list-style-type: none"> <li>• Plans agreed by Council</li> </ul>
Submit the Performance Improvement Plan to public consultation	0	May 2017	<ul style="list-style-type: none"> <li>• Consultation completed with acceptable return rate</li> </ul>
Complete forward looking Audit for 2017/2018 in conjunction with NIAO	0	September 2017	<ul style="list-style-type: none"> <li>• Presentation of information to Auditor</li> </ul>
Complete information gathering on 2016/2017 Performance Improvement Plan	0	May 2017	<ul style="list-style-type: none"> <li>• Information captured in required format</li> </ul>
Submit information on 2016/2017 Performance Improvement Plan to NIAO for audit	0	June 2017	<ul style="list-style-type: none"> <li>• Submission made by deadline</li> </ul>
Successful forward looking audit, approved by NIAO	Annual NIAO cost 40k	October 2017	<ul style="list-style-type: none"> <li>• Letter from Auditor with unqualified assessment</li> </ul>
Successful audit from NIAO on 2016/2017 Performance Improvement Plan	0	November 2017	<ul style="list-style-type: none"> <li>• Letter from Auditor with unqualified assessment</li> </ul>

<b>Strategic Objective</b>			
<b>2. To begin a process of developing a performance management framework for the Council</b>			
<b>Link to Corporate Aims and Objectives</b> <ul style="list-style-type: none"> <li><b>Innovation and Transformation</b></li> </ul>			
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Identify performance management framework options	0	July 2017	<ul style="list-style-type: none"> <li>Options identified</li> </ul>
Submit initial report to SMT on options	0	September 2017	<ul style="list-style-type: none"> <li>Report submitted</li> </ul>
Report presented to Council in October regarding options	0	October 2017	<ul style="list-style-type: none"> <li>Report submitted</li> </ul>
Present project plan to Council in relation to the preferred option	0	December 2017	<ul style="list-style-type: none"> <li>Plan reported to Council</li> </ul>
Introduce the performance management framework	0	April 2018	<ul style="list-style-type: none"> <li>Training programme in place</li> </ul>

**Strategic Objective****3. To identify key priorities and develop a transformational plan for the Council. This will involve a range of service reviews****Link to Corporate Aims and Objectives**

- Innovation and Transformation

<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Commence high level strategic review of Council services	0	July 2017	<ul style="list-style-type: none"><li>• Reviews completed</li></ul>
Workshop with Elected Members to identify transformation priorities	0	September 2017	<ul style="list-style-type: none"><li>• Workshop completed with priorities identified</li></ul>
Present report to Council regarding outcomes of workshop	0	October 2017	<ul style="list-style-type: none"><li>• Report to Council</li></ul>
Develop a draft transformation plan including resources required	0	November 2017	<ul style="list-style-type: none"><li>• Draft plan completed</li></ul>
Agree transformation plan and develop a detailed project plan	0	January 2018	<ul style="list-style-type: none"><li>• Report to Council to include project plan</li></ul>
Project manage the plan and agree reporting mechanism to Council	0	February 2018	<ul style="list-style-type: none"><li>• Transformation projects commence</li></ul>

<b>Strategic Objective</b>			
<b>4. To ensure the effective and efficient management of the Council Headquarters, Civic buildings and Town Halls.</b>			
<b>Link to Corporate Aims and Objectives</b>			
<ul style="list-style-type: none"> <li>Innovation and Transformation</li> </ul>			
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Review the operational requirements and apportionment of resources	961,052	October 2017	<ul style="list-style-type: none"> <li>Final review complete</li> </ul>
Consult with staff, Elected Members and customers regarding the service and potential improvements	0	September 2017	<ul style="list-style-type: none"> <li>Consultation complete</li> </ul>
Develop a project plan to introduce improvements	0	November 2017	<ul style="list-style-type: none"> <li>Plan completed</li> </ul>
Introduce service improvement actions and monitor and review progress	0	January 2018	<ul style="list-style-type: none"> <li>Monitoring and progress reporting of actions</li> </ul>

<b>Strategic Objective</b>			
<b>5. To re align the location of the Council's non-front line services to reflect customer needs and operational efficiency. Physical move of the Planning function to Council</b>			
<b>Link to Corporate Aims and Objectives</b>			
<ul style="list-style-type: none"> <li>Innovation and Transformation</li> </ul>			
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Re align the Estates Strategy project plan for project completion in September 2017	Business plan for payback in place	April 2017	<ul style="list-style-type: none"> <li>New project plan in place</li> </ul>

Staff consultation to be completed by May 2017	0	May 2017	• Consultation completed
All phase 1 building work to be completed by July 2017	Business plan payback	July 2017	• Work completed
Environmental services staff to move out of Cloonavin	Business plan payback	May 2017	• Moves completed
Planning staff to move to Cloonavin	Business plan payback	August 2017	• Moves completed
Planning files to be re located from County Hall	0	August 2017	• New storage arrangements in place

<b>Strategic Objective</b>			
<b>6. To deliver a corporate Health and Safety service across the Council to ensure a best practice culture is developed and relevant legislation is adhered to. To ensure the Health and Safety strategy is promoted across the Council.</b>			
<b>Link to Corporate Aims and Objectives</b>			
<ul style="list-style-type: none"> <li>• Innovation and Transformation</li> <li>• Resilient, Healthy and Engaged Communities</li> </ul>			
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Review and update the Council's Health and Safety Strategy	0	May 2017	• Update complete and report to SMT/Council
Review the Health and Safety action plan and introduce new actions as required	0	July 2017	• Updated actions reported to SMT
Complete the HSE Health and Well-being survey	0	May 2017	• Survey Completed and reported to SMT/Council
Completion of phase 2 of the driver audit	11k	July 2017	• Audit completed
Roll out of display screen equipment assessments	0	July 2017	• Assessments completed
Roll out of risk assessment modules across the Council	0	September 2017	• Assessments completed

<b>Strategic Objective</b>			
<b>7. To develop a risk management culture across the Council to ensure that an effective process is in place to identify and manage risk. Introduce a process that captures the escalation of risk areas from departmental level through to Senior Management Team and Council.</b>			
<b>Link to Corporate Aims and Objectives</b>			
<ul style="list-style-type: none"> <li>• Innovation and Transformation</li> <li>• Resilient, Healthy and Engaged Communities</li> </ul>			
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Review the Council's Risk Management Strategy and update as necessary	0	May 2017	<ul style="list-style-type: none"> <li>• Review complete</li> </ul>
Further develop the risk register protocol to ensure there is an effective arrangement to capture the escalation of risk across the Council	0	September 2017	<ul style="list-style-type: none"> <li>• New protocol in place</li> </ul>
Introduce risk management training	0	November 2017	<ul style="list-style-type: none"> <li>• Training programme in place</li> </ul>

<b>Strategic Objective</b>			
<b>8. To manage the Council's Land and Property portfolio. Key objectives include integrating the Legacy Council files and documentation into one central system and acquiring title on property transferring as part of Local Government re-organisation.</b>			
<b>Link to Corporate Aims and Objectives</b>			
<ul style="list-style-type: none"> <li>• Innovation and Transformation</li> <li>• Accelerating our economy and contributing to prosperity</li> </ul>			
<b>Work Streams / Operational Actions / Outcomes</b>	<b>Budget £</b>	<b>Timescale</b>	<b>Performance Indicators</b>
Introduce and action an integrated filing system for the Council's land and property portfolio	0	June 2017	<ul style="list-style-type: none"> <li>• Filing system designed and new arrangement in place</li> </ul>
Develop an inspection programme to protect the Council from encroachments	0	September 2017	<ul style="list-style-type: none"> <li>• Policy in place regarding inspection of land and property</li> </ul>
Develop and action a programme for registration of land as per guidance by NIAO	20k	July 2017	<ul style="list-style-type: none"> <li>• Programme of work identified and project plan in place</li> </ul>
Take action to acquire title on the transferred car parks	20k	Ongoing	<ul style="list-style-type: none"> <li>• 50% of car park title documentation in place by March 2018</li> </ul>