



May 7th, 2024

To: Chairperson, Alderman O Gawith

Vice-Chairperson, Councillor A Ewing

Aldermen A G Ewart MBE, M Guy and H Legge

Councillors T Beckett, P Burke, R Carlin, K Dickson, N Eaton, A Givan, B Higginson, C Kemp, U Mackin and The Hon N Trimble

Ex-Officio

The Right Worshipful The Mayor, Councillor A Gowan

Deputy Mayor, Councillor G McCleave

Notice of Meeting

A meeting of the **Corporate Services Committee** will be held on **Wednesday, 8th May 2024** at **6:00 pm** for the transaction of the undernoted Agenda. Members are requested to attend.

A hot meal shall be available in **Lighters from 5.15 pm.**

David Burns, Chief Executive, Lisburn & Castlereagh City Council

Agenda

1.0 APOLOGIES

2.0 DECLARATIONS OF MEMBERS' INTERESTS

(i) Conflict of Interest on any matter before the Meeting (Member to confirm the specific item).

(ii) Pecuniary and Non-Pecuniary Interest (Member to complete the Disclosure of Interest form).

📄 *Disclosure of Interests form.pdf*

Not included

3.0 REPORT OF DIRECTOR OF REGENERATION & GROWTH

3.1 Single Tender Action Policy

For Decision

📄 *CSC Report Report Single Tender Action Policy.pdf*

Page 1

📄 *Appendix 1 STA Policy.pdf*

Page 3

4.0 REPORT OF HEAD OF CORPORATE COMMUNICATIONS & ADMINISTRATION

4.1 D-Day 80 - Programme Update

For Noting

📄 *CSC Report DDay 80 Update April 2024.pdf*

Page 6

📄 *App 1 D-Day 80 Working Group Minutes 9.04.24 (site visit).pdf*

Page 8

📄 *App 2 Copy of DDay 80 Tracking Update for CSC 23 April update.pdf*

Page 11

4.2 Festival of Remembrance

For Decision

📄 *CSC Report Festival of Remembrance April 2024.pdf*

Page 13

5.0 REPORT OF HEAD OF FINANCE

5.1 Car Parking Bad Debt Write-Off

For Decision

📄 *CSC Report May 24 - Car Parking debt write off request.pdf*

Page 15

5.2 Northern Ireland Local Government Association - Service Fee for 2024/2025

For Decision

▢ <i>CSC Report - May 24 - NILGA subscription.pdf</i>	<i>Page 17</i>
▢ <i>App 1 Lisburn and Castlereagh Letter.pdf</i>	<i>Page 19</i>
▢ <i>App 2 NILGA Corporate Plan 2023-27.pdf</i>	<i>Page 21</i>
▢ <i>App 3 Impact Summary April 2024.pdf</i>	<i>Page 30</i>
▢ <i>App 4 NILGA Impact Review 2023-24.pdf</i>	<i>Page 31</i>

6.0 REPORT OF HEAD OF HUMAN RESOURCES AND ORGANISATION DEVELOPMENT

6.1 Managing Attendance Policy

For Decision

▢ <i>CSC Report -Attendance Management Policy .pdf</i>	<i>Page 34</i>
▢ <i>Appendix 1 - Managing Attendance Policy.pdf</i>	<i>Page 36</i>
▢ <i>Appendix 2 - Equality Screening Document.pdf</i>	<i>Page 42</i>

7.0 CONFIDENTIAL REPORT FROM DIRECTOR OF FINANCE & CORPORATE SERVICES

7.1 Report on Tender Awards

For Noting

Confidential for reason of information relating to the financial or business affairs of any particular person (including the Council holding that information).

7.2 Quarterly Finance Reports - Q4 of 2023/2024

For Decision

Confidential for reason of information relating to the financial or business affairs of any particular person (including the Council holding that information).

8.0 CONFIDENTIAL REPORT FROM DIRECTOR OF ORGANISATION DEVELOPMENT & INNOVATION

8.1 Local Government Staff Commission Disciplinary Policy & Procedure

For Decision

Confidential for reason of information related to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Council or a government department and employees of, or office holders under, the Council.

9.0 ANY OTHER BUSINESS

Committee:	Corporate Services Committee
Date:	8 May 2024
Report from:	Director of Regeneration and Growth (Donal Rogan)

Item for:	Decision
Subject:	Single Tender Action Policy

1.0 Background

1. As part of the ongoing review of procurement practices and procedures, a standalone policy detailing how the user should approach a Single Tender Action (also known as Direct Award Contract) has been developed (**see Appendix 1**).
2. Currently Single Tender Actions are guided through the Council's Accounting Manual as the principal governance tool. This policy and the associated guidance will be cross referenced in a future Accounting Manual to allow for pending legislative changes and consolidation/refresh of the Accounting Manual as led by the Director of Finance and Corporate Services.
3. NIAO has highlighted that STA should be used less frequently and have additional controls. This policy provides clarity of the Council's provision of STAs.
4. The policy has been developed by the cross Council representatives on the Strategic Procurement Working Group.

Key Issues

1. The justification for an STA is governed by the Public Contract Regulations 2015 therefore, and in order to reduce the level of risk to the Council, adherence to the principles contained within this legislation is recommended for all commissions over the £3,000 threshold. Provision has been made within the Council's governance documentation to approve such commissions.
2. This policy provides for those circumstances where it is both desirable and justified to undertake a Single Tender Action. In such circumstances there has to be clear justification and a relevant value for money test applied. This can be in the form of previous market tests, external comparators, baseline assessments or other appropriate methodology.
3. It is intended that the new policy will replace the current STA guidance within the Accounting Manual and will be referenced within the revised Accounting Manual to be presented to Committee at a later date. For the purposes of clarity this policy will become effective post adoption by Council and be read in conjunction with the existing Accounting Manual as an interim measure.
4. For the purposes of transparency and probity the draft policy makes provision for the annual publication of a register for Single Tender Actions and a register for Contract Extensions. Within the register will be included contracts falling within

	<p>the criteria as per the legislative requirements contained within the Public Contract Regulations 2015.</p> <p>5. As part of the comprehensive review, internal guidance for officers outlining the associated procedure and processes has been drafted. This process incorporates the draft policy presented and controls and requires such contracts to be presented for progression through appropriate governance.</p>	
2.0	<p><u>Recommendation</u></p> <p>It is recommended that Members consider and approve the adoption of the Single Tender Action Policy and note the Guidance as outlined in the report as an appendix to this policy.</p>	
3.0	<p><u>Finance and Resource Implications</u></p> <p>There are no financial or resource implications.</p>	
4.0	<p><u>Equality/Good Relations and Rural Needs Impact Assessments</u></p>	
4.1	Has an equality and good relations screening been carried out?	Yes
4.2	<p>Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out</p> <p>This policy has been screened out with mitigation. Provision is made with the Procurement Legislation which allows for ringfencing contracts for disadvantaged communities thus creating a degree of positive discrimination.</p> <p>The principle of STA allows for further discriminatory behaviour towards Section 75 groupings. The associated guidance notes create checks and balances in order to prevent inappropriate awarding of contracts and by default discriminatory behaviour.</p>	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	<p>Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.</p> <p>The policy is universally applied and has no direct or indirect impact on rural needs.</p>	

Appendices:	Appendix 1 - Single Tender Action Policy
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Draft Single Tender Action (STA) Policy

Background

The importance of securing value for money through effective procurement is essential across the public sector. It is recommended that where possible public sector bodies should acquire goods and services through open competition, as this is considered the best way to secure value for money. However, there may be times where it is more appropriate to approach a single provider through the use of a Single Tender Action (STA, can also referred to in the sector as a DAC 'Direct Award Contract').

Definition

STA is the action of awarding a contract to a single provider, without undertaking a competitive tendering exercise. For the purposes of this policy our definition of a STA is when a contract is awarded to a contractor without a prior publication i.e. without a competition, or via a 'direct award' through a framework.

Legislative Provisions

STAs are controlled by Regulation 32 of the Public Contract Regulations 2015,

32.—(1) In the specific cases and circumstances laid down in this regulation, contracting authorities may award public contracts by a negotiated procedure without prior publication.

Regulation 32 allows for the direct award of a contract without carrying out a competition. The use of Regulation 32 is restricted to a set list of circumstances (as detailed below and contained within the guidance document) which public authorities must adhere to when following the Single Tender Action route. As per legislation, Regulation 32 should only be used in exceptional circumstances.

Policy Position

The Council recognises that on occasion it is necessary to procure goods and services via a direct award route to the market. For all contracts Council officers will ensure, when commissioning goods, services and works, that only STAs that are in line with the Procurement Regulations will be authorised. Proportionate justification and audit trail have been developed within our standard documentation.

The regulations currently allow for the following justifications for an STA:

1. Following a competitive tendering exercise, were there has been no interest in the opportunity or no suitable submissions.
2. Where there is a Sole Supplier evidenced.
3. Where, for technical or special character reasons, the requirement can only be met by a particular Supplier/Contractor or if it is connected with the protection of exclusive rights.
4. Where unforeseeable circumstances cause a case of extreme urgency.
5. Where, for Supply Contracts, additional deliveries or works are needed.
6. Where there is sufficient evidence that competition will not result in a better price.

Officers shall adhere to the internal operational guidance to ensure STAs are appropriately controlled and are used only when required and not as a method to circumvent formal procurement procedures.

Commissioning officers will be required to provide a full explanation of how their proposed STA is compliant with at least one of the above justifications, while presenting evidence to the Procurement Unit and relevant management in order for them to consider if the STA route is acceptable.

Contract Extensions

Contract extensions come in two forms:

- Duration
- Contracted expenditure limits

These will be controlled as follows:

Regulation 72 of the Public Contract Regulations provides variation thresholds to initial contract values which the Council can apply if required. For contracts relating to goods and services we are permitted to increase the value of the contract by 10%, and works contracts by 15% so long as the additional spend remains in line with the original specification. In unforeseen circumstances we are permitted to apply a 50% variation to the contract value, but in using this provision we must meet strict criteria as set out in the regulations and publish our justification for the increase to the open market.

Limitations

No contract shall be extended to cover any goods, services, professional services or works which were not included in the scope of the original tender documents unless they are directly aligned and/or necessary for executing the substantive contract.

Governance

The Guidance notes outline the level of governance required for STAs and or extensions to contract. In line with DfC guidance all STAs over the regulated threshold, often referred to as the Statutory Limit must be approved by committee with the appropriate business case. It is accepted that on occasion these may be retrospective approval where the commission was progressed as an emergency contract award.

Register and Publication

A register of all STA must be kept by the Procurement Team. Separate registers of extensions of contracts will also be maintained. Each year a list of all STA's will be published on the Council Website for the purposes of probity.

Guidance

Internal guidance detailing procedures and processes has been drawn up and are the operational requirements the Council must adhere to. These have been developed in order to control the application and authorisation of STAs in line within this Council policy.

The overall aims of the STA guidance are:

- To ensure compliance with procurement regulations and therefore reduce the risk of challenge to the Council.

- Satisfy audit requirements.
- Increased planning in the renewal of contracts to avoid the use of STAs, and therefore reduce the number of STAs across the Council, where possible.
- Formalise internal STA Guidance, by providing clear instruction to Council officers of the processes involved, including the levels of authorisation required.
- Increased accountability via the routine reporting of STAs as requested.

Policy Developed April 2024

Committee:	Corporate Services Committee
Date:	08 May 2024
Report from:	Head of Corporate Communications and Administration

Item for:	Noting
Subject:	DDay 80 Programme Update

1.0	<u>Background and Key Issues</u>	
	The DDay 80 Working Group held its fourth meeting on 09 April. This was a site visit to Castle Gardens. Minutes are attached at appendix 1 .	
	Appendix 2 sets out the progress to date in planning the various activities. This includes a number of new items that were added to the 'Guide for Civic Officers' and were agreed by the Working Group to be included in the programme.	
2.0	<u>Recommendation</u>	
	It is recommended that Members:	
	<ul style="list-style-type: none"> Note the minutes of the DDay 80 Working Group on 09 April 2024. Note the progress update in relation to the planned activities and the additional items. 	
3.0	<u>Finance and Resource Implications</u>	
	Programme budget has been agreed and will be funded from reserves.	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	Yes
4.2	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out	
	The overall programme was screened out with mitigations as reported to CSC in March 2024.	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out.	
	No rural impacts assessment required	

Appendices:	Appendix 1 – Minutes of DDay 80 Working Group 09 April 2024 Appendix 2 – Programme Update Tracking Document
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Lisburn & Castlereagh City Council D Day Working Group Meeting 9th April 2024 Minutes	
In Attendance	<ul style="list-style-type: none"> • The Rt. Worshipful The Mayor of Lisburn & Castlereagh City Council, Cllr Andrew Gowan • Alderman Hazel Legge • Cllr Gary Hynds • Cllr Brian Higginson • Cllr Aaron McIntyre • Cllr Pat Catney • Civic Events Officer • The Mayor’s Secretary • Administration Manager • Museum Manager • Events Apprentice • Head of CC&A • Communications Assistant • City Centre Development Officer
1.	<p>Welcome</p> <p>The Chair welcomed everyone to the site visit to Castle Gardens.</p> <hr/> <p>Apologies</p> <ul style="list-style-type: none"> • Chair of Communities and Wellbeing ,Cllr Beckett • Chair of Corporate Services Committee, Ald Gawith • Head of Parks and Amenities • Head of Communities • Head of Economic Development • Regeneration and Infrastructure Manager
2.	<p>Officer Update</p> <p>The Museum Manager outlined the plans for the daytime event noting:</p> <p style="padding-left: 40px;">That assistance would be required from P&A to position the fire engine, which is non-operable - Museum Manager to progress.</p> <p style="padding-left: 40px;">A uniform for an exhibition and a Vickers gun are available, as well as resources for a workshop and “rations” to develop as part of a schools’ event.</p> <p style="padding-left: 40px;">There remains space for other organisations along this trail, including the Combined Cadet Forces. To be followed up.</p> <p style="padding-left: 40px;">A map and newsletter will be produced for school pupils.</p>

	<p>The Working Group discussed the set-up for the beacon lighting event on the bowling green.</p> <p>Head of CC&A explained that positioning of the stage and associated arrangements would be decided on the basis of the professional advice of the technicians who were in attendance.</p> <p>A holding area is required for the participating schools; the education room on site was suggested. Other areas need to be secured for changing facilities. Civic Events Officer to arrange.</p> <p>The Working Group received a brief from the Officers on the provisional running order of the main event as follows:</p> <p>Robing for Members will occur at LVI, with light refreshments provided.</p> <p>Entertainment will begin at approx. 19:30 (exact timings tbc), with the school performances first allowing for 10 minutes each. Friends school has confirmed their participation. Engagement with Beechlawn and Dundonald High School is ongoing.</p> <p>The Band of the Royal Irish Regiment has confirmed that 15 members will be performing at the event.</p> <p>Other acts are still being explored. A suggestion was made that due care must be made to ensure music was of an appropriate tone.</p> <p>The civic event would then begin on the stage, with the Mayor and VIP procession proceeding to light the beacon at 21:15</p> <p>Some further points were brought to the attention of the Working Group by the Officers:</p> <p>Guidance has been updated to suggest that church bells should ring at 18:30 and that a Town Crier should make an announcement at 08:00 on June 6th. It was noted that there is currently no Town Crier for Lisburn & Castlereagh City Council, with Officers to investigate possible solutions.</p> <p>The guidance recommends that a “flag of peace” should be raised at 09:00. It was agreed this would be purchased by the Council. Approval for purchasing and raising the flag was agreed by the working group and granted by the Mayor in line with policy.</p>
<p>3.</p>	<p>Members Comments</p> <p>The Mayor proposed that the remaining money from the grant fund should be allocated to the Museum to allow transport for schools to be funded to attend the</p>

	<p>outdoor education event. Members agreed that it would be raised at the relevant Committee for agreement.</p> <p>The Members made some observations regarding the proposed running order for the civic event:</p> <p style="padding-left: 40px;">Cllr Higginson suggested that it may be appropriate to hold a wreath laying at the memorial outside Castle Gardens, due to the commemorative nature of the event. Officers are to liaise with the Royal British legion to explore.</p> <p style="padding-left: 40px;">There were concerns that there might not be enough time for all the entertainment acts in the current running order. Officers to review.</p> <p style="padding-left: 40px;">The Chairperson requested that an updated proposed running order be produced and circulated to the Working Group. Officers are to action.</p>
<p>5.</p>	<p>AOB</p> <p>None.</p>
<p>6.</p>	<p>Next Meeting</p> <p>02 May 2024, LVI</p>

Appendix 1 D Day 80th Anniversary Programme - June 24 (Updated April 2024)					
EVENT / PROJECT	DATE	BUDGET REQUIRED	LEAD OFFICERS	STATUS	PROGRESS TRACKING COMMENTS
Launch of programme and development of comms campaign to include a dedicated webpage to promote programme of events.	N/A	existing budgets	Pamela Beatty	Ongoing	Programme launched and website live. Implementation ongoing in line with programme activities.
3 Council flowerbeds incorporating D Day theme (Moat Park/Castle Gardens/Royal Hillsborough)	Before end of May (due to growing season)	£2,500.00	Gareth Lennox	Ongoing	Planting planned to take place last week in May 2024. Local schools from a range of sectors have been invited to participate in planting events at Moat Park and Castle Gardens. H&S prevents children doing planting at Hillsborough.
DDay 80 Grant Fund Programme	04/03/2024	£35,000	Angela McCann	Ongoing	Grant scheme launched on 4th March and closed on 25th March. Reminder comms issued. Members of the Working Group will be invited to attend various events and follow up PR activities will be planned. 52 applications received. Surplus funding allocated to schools to provide transport to Castle Garden event. Comms to schools being prepared.
City Centre Screening of Historical Footage - to run for a week in advance of 6 June	From 30/05/24	existing budgets	Paul Allison/Paul McCormick	Ongoing	Museum has sourced footage and arrangements are being made with City Centre Management.
Museum exhibition	Mid to late May - to run through the summer	existing budgets	Paul Allison	Ongoing	DDay Display in Museum has been arranged. Launch date provisionally 31 May 2024. Relevant communications in development.
Museum talks	30/05/24-07/06/24 tbc	existing budgets	Paul Allison	Ongoing	Talks on two topics are currently being planned and will be launched with the Museum Exhibition.
Community Outreach and Workshops	Mid April	existing budgets	Paul Allison	Ongoing	Planning underway to be hosted in the ILCLM and outdoors in Castle Gardens
Period themed tea dance	06/06/2024	£2,000.00	Paul McCormick	Ongoing	Tea dance planned for afternoon of 6th June. Includes voucher scheme for local shops.
Social Media Campaign for Local WW2 Stories Mayor's Letters Issued to Families	tbc	existing budgets	Pamela Beatty/Mayor's Office/Victoria McClean	Ongoing	Plans currently being scoped by Mayor's Office and Corporate Comms
Beacon Lighting Event	06/06/2024	£16,000-18,000	Frances Byrne/Gareth Lennox/Paul Allison	Ongoing	Agreed location is Castle Gardens. Format agreed by Working Group. Involvement of traders being considered. Museum to support daytime activity through outdoor displays. Final arrangements being put in place
Town Crier - 8.00am	06/06/2024	Beacon Lighting Budget	Victoria McClean	Ongoing	Civic Officers Guide updated to include request for Town Crier to deliver message at 8.00am. Agreed by working group and being progressed. Location tbc.

Flag of Peace - 9.00am	06/06/2024	Beacon Lighting Budget	Victoria McClean	Ongoing	Civic Officers Guide updated to include request to raise flag of peace at 9.00am. Mayoral permission has been granted. Request being progressed.
Wreath Laying at War Memorial - 10.00am	06/06/2024	Beacon Lighting Budget	Diane Wilson	Ongoing	The Royal British Legion invite the Mayor to lay a wreath at 10am on 6 June at the War Memorial. All Members are welcome to attend.
Church Bells - 6.30pm	06/06/2024	£0.00	Victoria McClean	Ongoing	Civic Officers Guide updated to include request to ring church bells at 6.30pm. Agreed by working group and being progressed.



Committee:	Corporate Services Committee
Date:	08 May 2024
Report from:	Head of Corporate Communications and Administration

Item for:	Decision
Subject:	Festival of Remembrance

1.0	<u>Background and Key Issues</u>
1.1	Prior to the Covid 19 pandemic, the Royal British Legion held an annual Festival of Remembrance. This was a music concert as part of a series of events over Remembrance Weekend to encourage communities to come together to honour those who served and to remember their sacrifice.
1.2	This year, former President of Royal British Legion (Lisburn Branch), Raymond Corbett who is now Chairman of The Regimental Association of The Royal Irish Regiment (Lisburn Branch) has plans to return the event to the Island Hall. He has requested that the Council become a partner in the delivery of this event to maximise the raising of funds for the chosen charity, the Somme Museum.
1.3	As a partner, the Council would provide the use of the Island Hall with tickets sold through the LVI Box Office. The event would be coordinated by Mr Corbett and overseen by the LCCC Civic Events Team.
1.4	The programme would include: <ul style="list-style-type: none"> • The Band of the Royal Irish Regiment • Military Wives Choir • A range of local school performances
1.5	This request is in keeping with the principles of the Armed Forces Covenant to which the Council is signed up.
1.6	In line with the Policy on Invitations to Civic Functions, Visits and Council Events, the Council may be represented by the Mayor, the Chair and Vice Chair of Corporate Services. It may also be appropriate, given the nature of the event to include the Veteran's Champion.
1.7	Invitations will also be issued to the Council's main civic guest list including the Lord Lieutenant and High Sheriff for County Antrim.
2.0	<u>Recommendation</u> It is recommended that Members: <ul style="list-style-type: none"> • Consider the request to deliver the Festival of Remembrance at LVI on 08 November 2024 in partnership with the Chairman of The Regimental Association of The Royal Irish Regiment (Lisburn Branch).

	<ul style="list-style-type: none"> Consider those recommended to represent Council at the event in line with the relevant policy. 	
3.0	<p><u>Finance and Resource Implications</u></p> <p>Indirect cost of up to £1000 though use of Island Hall and Front of House Staff</p>	
4.0	<p><u>Equality/Good Relations and Rural Needs Impact Assessments</u></p>	
4.1	Has an equality and good relations screening been carried out?	Yes
4.2	<p>Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out</p> <p>The event is considered under the Policy on Invitations to Civic Functions, Visits and Council Events which has been screened.</p>	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	<p>Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out.</p> <p>No rural impacts assessment required</p>	

Appendices:	None
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Committee:	Corporate Services
Date:	8 th May 2024
Report from:	Head of Finance

Item for:	Decision
Subject:	Car Parking bad debt write off

1.0	<u>Background and Key Issues</u>																								
1.1	The provision of off street car parking transferred to Local Councils on 1 April 2015. While Councils retain responsibility for the overall financial management of the function, they have delegated operational management to an independent contractor and the Department for Infrastructure (DfI).																								
1.2	Councils were given all of the debt prior to 01/04/2015 relating to the car parks and a bad debt provision.																								
1.3	The Council must approve the write off of the car park debts (including those before 01/04/2015), to enable DfI to remove the actual write off in the PCN IT system.																								
1.4	Below are the bad debts that have been recommended for write off:																								
	<table border="1"> <thead> <tr> <th>FY</th> <th>£</th> <th>PCN's</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>£</td> <td>152.00</td> </tr> <tr> <td>2009/10</td> <td>£</td> <td>152.00</td> </tr> <tr> <td>2016/17</td> <td>£</td> <td>135.00</td> </tr> <tr> <td>2019/20</td> <td>£</td> <td>945.00</td> </tr> <tr> <td>2020/21</td> <td>£</td> <td>675.00</td> </tr> <tr> <td>2023/24</td> <td>£</td> <td>675.00</td> </tr> <tr> <td>Grand Total</td> <td>£</td> <td>2,734.00</td> </tr> </tbody> </table>	FY	£	PCN's	2008/09	£	152.00	2009/10	£	152.00	2016/17	£	135.00	2019/20	£	945.00	2020/21	£	675.00	2023/24	£	675.00	Grand Total	£	2,734.00
FY	£	PCN's																							
2008/09	£	152.00																							
2009/10	£	152.00																							
2016/17	£	135.00																							
2019/20	£	945.00																							
2020/21	£	675.00																							
2023/24	£	675.00																							
Grand Total	£	2,734.00																							
1.5	The individual amounts within the bad debts range from £90 to £135.00 and from a period of February 2009 to February 2024. Details have been provided by DfI of the actions carried out to try to recover the above debts to Finance.																								
1.6	There remains a number of outstanding debts in relation to the car parking charges. DfI are actively pursuing these debts and have recommended we do not write off these additional amounts at present.																								
1.7	The Council has made a provision within the balance sheet should any of these additional debts have to be written off. The current balance held for bad debts in relation to car parking is £79,683. This is reviewed at each year-end based on the information provided to the finance unit.																								
2.0	<u>Recommendation</u>																								
	It is recommended that the debt recorded is approved to be written off the ledgers of the Department for Infrastructure.																								
3.0	<u>Finance and Resource Implications</u>																								

	To be funded through provision held in balance sheet	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out Not Applicable	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions <u>or</u> rationale why the screening was not carried out. Not Applicable	

Appendices:	
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Committee:	Corporate Services
Date:	8 th May 2024
Report from:	Head of Finance

Item for:	Decision
Subject:	Northern Ireland Local Government Association Service Fee 2024/25

1.0	<u>Background and Key Issues</u>	
1.1	The Council has received correspondence from the Northern Ireland Local Government Association (NILGA) which includes the finalised NILGA Corporate Plan 2023-2027, NILGA's impact summary, a detailed breakdown of the impact and the 2024/25 service level fees.	
1.2	Within the Terms of Reference agreed for the Committees, all subscriptions were presented to the Corporate Services Committee in June 2023 for 4 years of the term. If the subscription charge is over the approved budget, a separate report will be presented to the Home Committee for approval.	
1.3	Lisburn and Castlereagh City Council's service level fee for the year 2024/25 is £59,368 (plus VAT), which is £558 over the budget approved as part of the estimates process.	
2.0	<u>Recommendation</u>	
	It is recommended that:-	
	<ul style="list-style-type: none"> The NILGA Corporate Plan 2023-2027, the NILGA impact summary and the detailed breakdown of the impact are noted. The Council's subscription to NILGA for 2024/25 of £59,368 (excluding VAT) is approved for payment. 	
3.0	<u>Finance and Resource Implications</u>	
	To be funded through the Finance and Corporate Services 2024/25 budgets.	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	No
4.2	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out	
	Not applicable	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out.	
	Not Applicable	

Appendices:	<ul style="list-style-type: none">1 - NILGA letter to Chief Executive2 - NILGA Corporate Plan 2023-20273 - NILGA Impact Summary April 20244 - NILGA Impact Review 2023-24
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the voice of local government

Mr David Burns
Chief Executive
Lisburn and Castlereagh City Council
Lagan Valley Island,
The Island
LISBURN
BT27 4RL

22nd April 2024

Dear David,

A lot has changed for councils in the last year, with the local government elections in May 2023 and the NI Executive and Assembly once again functioning.

Councils have remained focused on how they can deliver growth and prosperity for their areas and have been very successful in the development of city/growth deals, securing UK Levelling Up and Shared Island Funding and delivering the critical front line services our ratepayers depend on.

Having completed two years as NILGA Chief Executive, I continue to be amazed by the flexibility, agility, innovation and commitment of your councils.

Thank you for your feedback on the draft NILGA Corporate Plan 2023-2027, which is intended to give NILGA's work focus, pace and impact as we support your council. The NILGA Executive considered all of the feedback received and agreed the final corporate plan to guide NILGA's work during the current local government mandate. Please find attached the final NILGA Corporate Plan 2023-2027 for your information.

In order for NILGA to be able to demonstrate impact, value for money and added value to you, our members, we developed a supporting impact framework focusing on sectoral sustainability, policy and development.

I am pleased to attach both NILGA's impact summary as well as a more detailed breakdown of that impact for your consideration.

To enable the continued delivery of NILGA's work, the annual core subscription for your council for 24/25 is £59368.00 (plus VAT), an invoice is attached.

Please be assured any increases are due entirely to the same unavoidable inflationary and staffing costs facing councils and we have made every effort to keep your subscription as low as possible.

Northern Ireland Local Government Association

Bradford Court, Upper Galwally, Castlereagh, BT8 6RB

Tel: 028 9079 8972 email: office@nilga.org web: www.nilga.org twitter: @NI_LGA

On behalf of NILGA, I want to thank the NILGA Members from your council Cllr Hazel Legge, Cllr Ryan Carlin, Cllr Uel Mackin, Cllr Michelle Guy, Ald Owen Gawith, Cllr Gary Hynds and your Officers that so willingly give of their time in supporting the work of NILGA.

I look forward to continuing the close relationship with both the political and corporate leadership in your council to shape NILGA's regional political leadership role in a way that adds value for the sector and please let me know if there is anything that I can do to assist you, your Members or your wider corporate team.

Yours sincerely



Alison Allen
Chief Executive

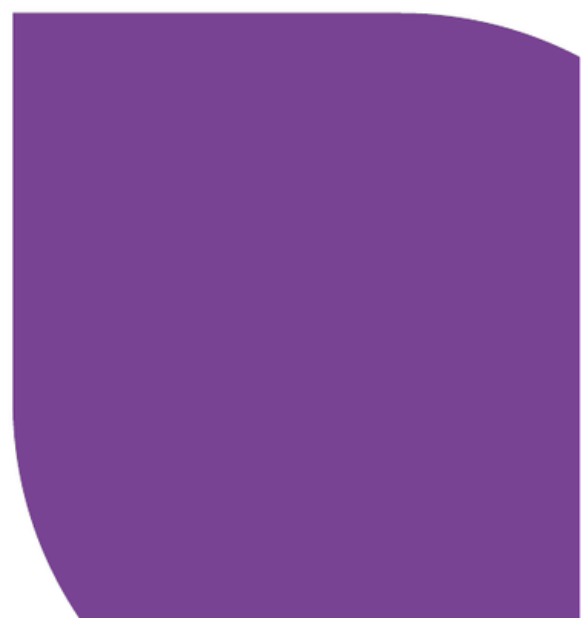
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NILGA Corporate Plan 2023-2027



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NILGA's Impact

Who we are

The Northern Ireland Local Government Association (NILGA) is the council led representative body for local authorities in Northern Ireland. The Association is supported by political parties and independent members in councils. NILGA members are drawn from each of the 11 councils providing regional and cross-party representation on the NILGA Executive Committee.



Our Aims

- To be the inclusive and collective voice of councils and promote, enable and develop local government in Northern Ireland
- To convene and engage on matters relating to national, regional and local policy and the financing of local government services; as it affects the delivery of local services and outcomes for local people; and as the organisation deems appropriate
- To ensure that local government and the Northern Ireland Executive work together in partnership based on principles of mutual respect and interdependency whilst recognising the legitimacy of the role each play in Northern Ireland's governance

Who We Work with

NILGA believes genuinely and wholeheartedly that working in partnership with others will add important value to our work. Whether that is in partnership with Ministers, civil servants, political parties, other local government associations or other key stakeholders.

Of particular importance though is the partnership with the Society of Local Authority Chief Executives NI (Solace NI) as strategic professional officer advisors and the National Association of Councillors (NAC NI) as the organisation who represents the interests of individual councillors.

What we do

NILGA is the Voice of Local Government in Northern Ireland. It represents the sector's views on critical policy issues and national pay, promotes the role and successes of local government, delivers training for elected members and works with partners to secure the future sustainability and transformation of the sector.

NILGA collaborates with the NI Assembly and Departments, regional, national and international bodies and other local government associations to support its work and enhance the role of NI local government.

NILGA's six key workstreams are:

Elected member development *"Being the best councillor you can be"*

The learning and development of our councillors is a key priority for NILGA, empowering elected members to be the best community representatives they can be. NILGA's Regional Programme of Elected Member Development provides planning, leadership, and development training for our members every year. And by using collective purchasing power, we save councils and ratepayers nearly £200,000 per year to deliver high-quality training courses.



Workforce *"Representing councils in national pay negotiations"*

NILGA represents the 11 Northern Ireland Councils at national level where pay, terms and conditions for our 12,000+ workforce are agreed. We ensure that fair and affordable pay and terms are implemented by having a direct, council representation at every pay meeting until an agreement is struck, as well as providing advice to council HR teams. Since 2015, the benefits financially to our 11 councils based on national agreement, compared to local and regional outcomes in Scotland and parts of England, amount to approx. £7,000,000.



Communications *"Speaking up for local government"*

NILGA is the strongest voice for our 11 local councils. We highlight the positive work and successes of local government in Northern Ireland, the delivery of first-class public services for communities, and communicate the roles and responsibilities of our councils. We are a strong communicator of everything good about our 11 local councils and a consistent advocate of the positive role that local government plays for communities and areas across Northern Ireland.



Representation *"The strongest voice for local government"*

NILGA ensures elected members and local councils are represented on regional, national, and international bodies which we can learn best practice from, secure crucial investment, and develop positive links across the world. Whether it's vital funding support during Covid, helping shape post-EU Exit funding and grant schemes, or co-designing policy, NILGA ensures local government's voice is heard at all levels.



Policy *"Delivering practical solutions for local government"*

Lobbying for progress and positive change is a key priority at NILGA. Policy work is a vital tool for our 11 local councils, collating ideas and solutions to present to partners in central and national government. NILGA's strong lobbying has helped deliver on issues as varied as waste management, the environment, place-shaping, infrastructure, and Covid support funding.



Local Government for the future *"Protecting the future of local government"*

Despite our successes, NILGA is constantly seeking to deliver more for local government in Northern Ireland. Review of local government reform, transfer of key regeneration powers, the rejuvenation of our high streets, climate action, a new financial deal for councils, EU replacement funding, improvement and transformation – these are just some of the issues we are working on to continue lifting up local government in Northern Ireland.

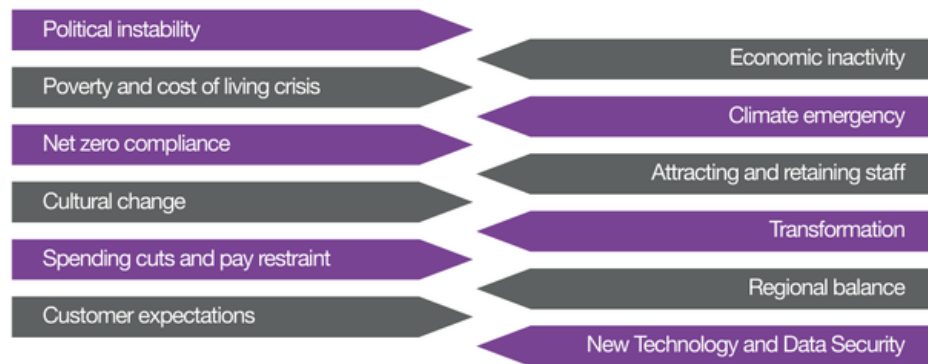


Strategic Context

Background

Local government is integral to our structures of governance, public services and political life. Therefore, as the representative voice of local government, NILGA is central to key local, regional and national policy to delivering lasting, real and positive change in people's lives.

There are very significant challenges for the future of public services including:



NILGA wants to ensure that our future direction supports and enables councils and the local government sector to tackle these challenges and maximise opportunities to deliver for people. This is particularly important following local government elections on 18 May 2023 which provided a renewed and focused mandate for councils and councillors.

In anticipation of the 2023-2027 local government mandate, NILGA as the representative voice of local government has undertaken a number of independently facilitated reflective reviews of all aspects of our work, engaging widely with councils, councillors, chief executives, political parties and partner organisations such as the Society of Local Authority Chief Executives NI (Solace NI) and the National Association of Councillors (NAC). These reviews were:

- Review of NILGA's policy development, impact and future priorities
- Review of NILGA's governing constitution to ensure it is fit for the future
- Review of the effectiveness of NILGA's Elected Member Development Programme
- Review of NILGA's strategic operating context now and into the future

NILGA for the Future

NILGA's Vision

Councils, councillors, officers and partners welcome the renewed ambition and enthusiasm for NILGA's work with a recognition that this is an important period for local democracy.



Cross Cutting Enablers

As a result of our recent reviews, it has been identified that NILGA must ensure that the following cross cutting enablers are in place to drive our success in the 2023-2027 local government mandate.

Focus on enhancing NILGA's strategic profile

- A strategy must be in place to develop NILGA's strategic profile to effectively communicate our purpose, priorities, partnerships, relationships, client base and how we can best work with individual councils, local government collectively, central government, political parties, partners and stakeholders.
- NILGA will continually refresh our knowledge of the main and emerging actors within the various partner organisations, policy networks, political parties and civil servants.
- NILGA will highlight our success in providing an effective and positive forum for cross-party working and consensus development around policy issues and explore in more detail how and why NILGA operates effectively in this regard.
- NILGA will ensure key performance indicators are in place to measure all aspects of our work to ensure a decisive focus on our impact and effectiveness.



Shifting from lobbying to negotiating

- NILGA will embed itself in the policy-making process of central government and transform this relationship from being perceived and operating as a lobbying body for local government to that of a negotiating partner, embedded in the policy-making processes
- NILGA will ensure balance between the work we undertake either individually or collectively for our membership on a functional process level and the work we undertake with central government as an advocate and partner in policy development; and promoting the interests of local government
- NILGA will ensure leadership on devolution and decentralisation to local government is at the centre of our work, including setting clear objectives as to what can and should be achieved for local government through any future process of devolution and decentralisation.



Raising awareness of NILGA's purpose, services and impact

- NILGA will ensure there are high levels of awareness of our services and impact across both local government, central government, political parties, partners and stakeholders, including the range and quality of our services and the value added.
- NILGA will ensure the work we undertake is clearly distinguished from that of Solace NI and the National Association of Councillors and identify areas of mutually beneficial co-operation with those bodies while maintaining an independent identity
- NILGA will deepen our understanding of the varying needs and perceptions of its different partners and stakeholders to ensure our services have purpose and deliver maximum impact



NILGA Corporate Plan 2023 -2027

This NILGA Corporate Plan 2023-2027 is intended to enhance our strategic alignment, outline our work in supporting councils, councillors and communities and deliver a NILGA that is valued and effective.

Strategic Themes	Corporate Priorities
Empowered and resourced councils	<ul style="list-style-type: none"> • Influencing the delivery of outstanding legislation and financial sustainability to allow local government to function effectively • Delivery of balanced and respectful central/local relationships delivering on the principle of prioritising local decision making • Support sector led transformation and innovation informed by best practice
Empowered and confident councillors	<ul style="list-style-type: none"> • Enable confident politically led representation for the sector • Deliver high quality learning and development for councillors • Deliver improvements in effectiveness of Code of Conduct for councillors
Empowered and supported people and places	<ul style="list-style-type: none"> • Influence further devolution of powers and resources to support local decision making • Shape regional and national policy to empower local delivery • Support councils and councillors in creating the conditions for local economic, social and environmental resilience
Empowered and valued NILGA	<ul style="list-style-type: none"> • Build confidence in NILGA's effectiveness • Enable proactive councillor and officer engagement in key regional sectoral work • Reinvigorate local democracy through communications and collaboration

Strategic Theme – Empowered and resourced councils

Context

Public services have been under pressure for some time and as global economic and political uncertainty continues, the prospects for our citizens and businesses are under threat. Over the next decade councils will have to face the challenges of public sector spending restraint, meeting new legislative requirements and increasing customer expectations.

Local government has the ambition and drive to overcome these challenges and build on the confidence in councils to deliver for people, with strengthening local democracy as key. Councils are agile, dynamic, innovative, have a real connection with the communities they serve and have high levels of accountability and democratic oversight.

However, barriers to success remain - local government reform remains incomplete, with legislation and regulations to affirm council rules of operation, planning processes and a code of conduct outstanding.

To achieve our sectoral ambitions and create stronger more reliable public services, greater collaboration with government departments to design services, deliver added-value and remove duplication is essential. Embracing technology and using data to drive decision-making as well as investing in our workforce will be the cornerstones of innovative 21st century councils.

Corporate priorities

- Influence the delivery of outstanding legislation and financial sustainability to allow local government to function effectively
- Support the delivery of balanced and respectful central/local relationships delivering on the principle of prioritising local decision making
- Support sector led transformation and innovation informed by best practice

Why it matters

Financial sustainability is a critical success factor for the sector. Fair and transparent budget allocations over a longer term (which return the Rates Support Grant to sustainable levels) would offer greater certainty to councils and recognise their role and value. Pooling of budgets for place-based delivery and alignment of funding streams across government would minimize inefficiencies and bureaucracy. As a valued partner in government, local government can improve policy and process design and delivery for better local and regional outcomes.

Delivery of outstanding legislation to allow local government to function effectively, along with progress on priority policy areas will go some way towards empowering the local government sector in Northern Ireland. However, this must be underpinned by sector-led transformation and innovation, informed by best practice which takes advantage of the best knowledge and expertise across sectors and place real value on local decision making.

Strategic Theme - Empowered and confident councillors

Context

Councillors are elected to make decisions which affect the quality of life and livelihoods of local people. Inspiring local communities and creating the conditions for inclusive growth takes ambitious leadership – and effective political leadership is at the heart of a healthy democracy. By investing in the skills and knowledge of councillors through the provision of learning opportunities tailored to their role, NILGA will strengthen the impact councillors have on local areas and in doing so strengthen the voice of local government.

Through a standardised regional induction programme and renewed Elected Member Development programme, NILGA will support councillors to push boundaries for their constituents and the local government sector and deliver better outcomes for all.

Elected member conduct, ethics and standards are important issues for local government. The continued impasse on modernising the Code of Conduct in both content and process, undermines local democracy and the representative, policy and operational workings of councils and councillors.

Corporate priorities

- Enable confident politically led representation for the sector
- Deliver high quality learning and development for councillors
- Deliver improvements in effectiveness of the Code of Conduct for councillors

Why it matters

The role of local councillor is wide-ranging and demanding from place-shaping to licensing. Equipping local leaders with the competencies, skills and knowledge to carry out their roles is a priority for all councils, whether that be on developing skills in leadership or scrutiny and challenge; or building knowledge on planning, climate change, economic development or community planning.

Councils who want to improve the social, economic and environmental wellbeing of their communities must invest in councillor learning and development. Councils participating in the Elected Member Charter process can benefit from a robust, structured framework to increase councillor competence and confidence; strengthened member-officer relationships; and enhanced democracy and participation.

A review of the current Code of Conduct for councillors to mirror that of the NI Assembly would provide clarity for councillors, while not impeding their role as democratically elected decision makers.

Strategic Theme - Empowered and supported people and places

Context

Councils are at the forefront of improving how people live and work. They are place-shapers and are best placed to identify solutions to local challenges and draw in the right partners to deliver for their areas.

Councillors are embedded in their communities, giving them unique insight into their needs, hopes and aspirations. Bringing this unique perspective to the delivery of public services both within their councils and with central government, councillors play a vital role in holding public services accountable for delivering for people.

Addressing climate change, improving community planning mechanisms, unblocking bureaucracy in the planning system, realising the potential of local development planning and using economic and social levers will stimulate growth and investment in local areas. Yet councils are still dependent on regional government delivering public services in local areas as the devolution and decentralisation of powers has not been comprehensive. The absence of regeneration powers and budgets diminishes the role of local councils in shaping and improving their areas.

Corporate priorities

- Influence further devolution and decentralisation of powers and resources to support local decision making
- Shape regional and national policy to empower local delivery
- Support councils and councillors in creating the conditions for local economic, social and environmental resilience

Why it matters

Pride in place is best achieved by delivery close to local people and businesses, in other words by local authorities that understand each place's unique local context. A place-based approach to public service delivery, underpinned by cross-government and cross-sectoral collaboration will drive inclusive growth in local areas. As the civic hub and primary co-ordinator of public services in local areas, local government has a central role to play to reduce fragmentation, improve efficiency and effectiveness in government.

Strategic Theme - Empowered and valued NILGA

Context

As the representative body for the local government sector, it is important that NILGA members are confident in its ability to provide strong leadership, scrutiny, representation and accountability.

NILGA's constitution sets out the governance framework for the organisation which will include regular engagement with the full NILGA membership as well as on an individual council basis. NILGA's Executive Committee members must engage in scrutiny of the organisation's performance and impact to shape its success, with input from councils and the wider group of councillors. Compliance with everchanging legislative and regulatory requirements, overseen by a strong Audit and Organisational Sustainability Committee will ensure value for money is achieved for members.

In addition, having a responsive and adaptable approach to formulating, co-designing and shaping policy with political and officer input will allow the organisation to engage effectively and proportionately and demonstrate its value to government and other sectors.

Communicating success as well as becoming more outward-looking and collaborative in our engagement will raise the profile and impact of the organisation and the sector

Corporate priorities

- Build confidence in NILGA's effectiveness
- Enable proactive Councillor and Officer engagement in key regional sectoral work
- Reininvigorate local democracy through communications and collaboration

Why it matters

To be strategically effective and sustainable, NILGA must demonstrate value and impact to its members and partners. Maintaining decisive focus on its corporate priorities, working at pace to deliver on these and providing evidence on the impact of its work will reassure members of the organisation's role and benefits.

As a political organisation NILGA will always be led by the views of its member councils. To support that, however, NILGA must understand and reflect the differing policy views of the political parties in its work and can only do this by maintaining sound and open relationships with political parties. Equally, NILGA will rely on reciprocally strong relationships with the professional officer core via Solace NI to advise on technical and operational matters which affect the sector, in particular on new and revised policy and regulatory requirements, funding, and processes. Fully communicating the shared and regional views of councils and councillors in its policy work will reinforce NILGA's representative voice for the sector.

Making It Happen

The NILGA Corporate Plan 2023-2027 will be supported by an annual business plan, which will be agreed by the NILGA Executive. This will identify the specific actions required to deliver on these corporate priorities and more importantly the framework within which NILGA's performance and impact is measured and communicated to its members.





NILGA

Corporate Plan

2023-2027

Northern Ireland Local Government Association (NILGA)

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Demonstrating NILGA's Impact in 2023-24



Impact on Sectoral Sustainability



£720,000
investment secured

- By encouraging regional collaboration to offer economies of scale, NILGA secured **£720,000** investment for councils and local government in 23/24



3 major Transformation & Improvement opportunities embarked upon in 23/24

- By offering economies of scale to investors, NILGA catalysed opportunities for councils in transformation readiness, procurement analysis & procurement maturity assessment and the use of persuasive technologies to improve recycling



4
media campaigns



35
editorial pieces



6
events focusing on local government



9
co-design initiatives supported

4 Transformation & Improvement opportunities secured for 24/25

- Focusing on attracting talent, customer services, best practice & awareness raising

Impact on Policy

3 policy positions delivered tangible results



- Local government concerns around proposed 15% increase to regional rate articulated, proposal halted
- Local government support for ban on disposable vapes is being taken forward in regional and national legislation
- NILGA representing sector at national level on position on Extended Producer Responsibility for packaging, resulting in estimated payments to each council of £2-3m per year from 2026



2,137 hours of added value (worth £101,000) by NILGA representing the sector



4 strategic policy activities delivered



10 regional consultation responses developed

Impact on Future Development



6
training initiatives embarked upon in 23/24

- Councillor Induction Programme, Audit Committee training, Leadership Programme, Local Planning Programme, Civil Contingencies / Emergency Planning Workshop and Mental Health and Wellbeing Workshop



90% Average satisfaction rate of 90% across 4 completed training programmes in 23/24



5 Councils have now achieved the Councillor Development Charter Plus accreditation, including 1 in 23/24



13 policy briefings and learning events held for officers & members

NILGA Impact Review 2023-24

Impact on Sectoral Sustainability

NILGA secures investment for local government sector

- By encouraging regional collaboration to offer economies of scale, NILGA secured £720,000 investment for councils and local government in 2023-24
 - *PWC, SBRI, Hays, LGIU, Socitm, Prospectus, Shared Island & Translink*

NILGA identifies transformation & improvement ideas for local government sector

- 3 transformation and improvement opportunities presented and embarked upon for the local government sector in 2023-24
 - *PWC Transformation Readiness Analysis*
 - *PwC Procurement Analysis and Procurement Maturity Assessments (council and regional)*
 - *SBRI – 13 project ideas generated, 1 embarked on – use of persuasive technologies to encourage recycling*
- 4 transformation and improvement opportunities secured for delivery in 24/25
 - *Socitm*
 - *LGIU*
 - *Hays*
 - *Customer Services network*

The achievements of local government are promoted

- 4 media campaigns, 35 media articles and 6 events delivered to promote NILGA and councils
 - *35 media articles (these include but are not exclusive to the abuse of councillors which featured on radio and in broadsheet newspapers, the rates reviews which also featured in newspapers and on radio. The LGA UK Forum and the work of Ulster in Bloom featuring all councils' contributions.*
 - *4 campaigns also featured around the recent work of partnering with PWC, LGUI and Socitm. We also had several key articles including an article in Agenda NI.*
 - *6 key events focusing on local government (NIFHA, Apse, Future Politics, John Hume & Jo Cox foundation, Seanad evidence session)*

Impact on Policy

Local government is a co-design partner in all relevant policy areas

- 9 co-design initiatives supported
 - *On review of the Partnership Panel, reporting system on climate action, climate change adaptation programme, budget pooling for community planning, packaging waste, urban green spaces, voluntary & community sector Concordat, regional water safety and digital connectivity.*

Regional cooperation contributes to policy planning & design

- 4 strategic policy activities delivered and outcomes achieved
 - *Reconstituted NILGA operating satisfactorily, and meetings taking place as planned*
 - *New policy networks established and in operation*
 - *New policy framework developed and in operation*
 - *Refreshed design and operation of Partnership Panel*

- 3 Policy positions facilitated and outcomes achieved
 - *Position on revenue raising and rates policy: Proposed 15% increase to regional rate halted, LG concerns re proposed rates changes articulated and understood*
 - *Policy position to ban disposable vapes: Being taken forward in regional and national health and environment legislation*
 - *Policy position to support the principles of pEPR: NILGA's participation in national negotiation machinery to give effect to payments to each council of £2-3m per year from 2026*

NILGA represents the voice of local government

- 2137 hours of added value provided by NILGA in representing the interests of councils, worth a total of £101,500 to councils
 - *Promoting the work of NILGA, councillors, councils; working with other LGAs / partners; international work*

- 10 regional consultation responses provided by NILGA in representing the interests of councils
 - *On circular Economy Strategy, 10x Clusters, Building Control – Part F (energy efficiency), Eastern Transport Plan, Revenue Raising / Rating policy, Private Streets, Water Charges, Waste Electrical Equipment, Planning regulations, Strategic Planning Policy and SONI engagement strategy*

Impact on future development

Councillors value learning & development opportunities offered by NILGA

- Average satisfaction rate of 90% across 4 courses completed to date. Levels of councillor confidence and knowledge as result of NILGA's support to be measured for each programme from 2024-25.

- 6 training programmes commenced, 4 completed in 2023-24
 - *Audit Committee training for councillors (Oct 2023)*
 - *NILGA Leadership Programme 2023-24 (ongoing)*
 - *NILGA Local Planning Programme 2023-24 (ongoing)*
 - *Civil Contingencies / Emergency Planning Workshop for Councillors (Nov 23)*
 - *Mental Health and Wellbeing Workshop for Councillors (March 24)*

- 71 councillors participated on NILGA Induction Programme, 462 councillors received NILGA's Councillor Guide

- NILGA continues to lead coordination and delivery of the Councillor Development Charter and Charter Plus accreditation. Ards and North Down Borough Council recently achieved the

Councillor Development Charter Plus accreditation, joining Belfast City Council, Derry City and Strabane District Council, Armagh City, Banbridge and Craigavon Borough Council and Antrim and Newtownabbey Borough Council.

The local government sector is informed

- 9 Policy briefings provided
 - *On roads maintenance, winter arrangements, electrical safety, local government finance, Lough Neagh, IDA & InvestNI, Economic support for farms and rural SMEs, Vaping and Vapes, UK Waste and Recycling.*
- 4 learning events offered to members and/or officers:
 - Project Stratum, AI for local government and two Small Business Research Initiative demos*

NILGA is a valued partner and stakeholder

- Stakeholder Perceptions Survey to be undertaken in 2024-25
- *Developed relationships with private sector to generate transformation & improvement opportunities*
- *Further developed relationships to represent the sector on policy matters (including NI departments (officials), SONI, Competition and Markets Authority, CIPFA)*

Committee:	Corporate Services Committee
Date:	8 th May 2024
Report from:	Head of Human Resources & Organisational Development

Item for:	Decision
Subject:	Managing Attendance Policy

1.0	<u>Background and Key Issues</u>
1.1	Sickness absence remains a key priority for the Council, both in terms of the direct financial cost and the impact on services.
1.2	The current Attendance Management Policy & Procedure has been in place since July 2017.
1.3	The updated policy has been developed following consultation with Heads of Service, local trade union representatives, and an absence working group.
1.4	Best practice has been looked for across other Councils, public sector organisations, and private sector organisations.
1.5	Consideration has also been given to the outcomes of Employee Relations cases relating to absence internally.
1.6	It is noted that long term absence is currently the key driver of average working days lost within the Council. The previously policy involved meetings after 90 days, 190 days and 270 days.
1.7	The updated policy reflects a tightening of roles and responsibilities for employees and managers. It is also designed to support changes in our procedure, particularly earlier intervention of long-term sickness cases.
1.8	If approved, the policy will be rolled out with detailed training and as part of a wider wellbeing programme in September.
1.9	If approved a temporary staff resource will be allocated to further support line managers in ensuring consistency, and to ensure procedures are followed in a timely manner.
2.0	<u>Recommendation</u>
2.1	It is recommended that Members approve the updated policy as attached at Appendix 1 for review and agreement with the Council's JCNF.

3.0	<u>Finance and Resource Implications</u>	
3.1	Sickness absence has a significant cost for the Council and this policy will impact our ability to manage sickness if nothing changes.	
4.0	<u>Equality/Good Relations and Rural Needs Impact Assessments</u>	
4.1	Has an equality and good relations screening been carried out?	Yes
4.2	<p>Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out</p> <p>Screened without mitigation, although as some protected groups are more likely to be absent than others there are indirect impacts which have been considered in the screening document.</p>	
4.3	Has a Rural Needs Impact Assessment (RNIA) been completed?	No
4.4	<p>Brief summary of the key issues identified and proposed mitigating actions or rationale why the screening was not carried out.</p> <p>Relates to employees at Council locations, no anticipated rural impact as a result.</p>	

Appendices:	Appendix 1 – Managing Attendance Policy Appendix 2 – Equality Screening Document
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MANAGING ATTENDANCE POLICY

Accompanying Policies

Managing Attendance Procedure (including former Rehabilitative Return to Work Policy)

Disciplinary Policy

Leave Policy

Policy and Procedure for Acting Up

Redeployment Policy

1.0 INTRODUCTION AND POLICY STATEMENT

The Council is committed to the provision of high quality and cost-effective services. A key factor in the delivery of these services is the availability of competent staff to provide quality services in a timely manner. The council recognises that high levels of attendance and team working positively contribute to the effective provision of services.

Low levels of attendance results in service disruption, delays in the completion of work, lower staff morale, and additional work pressures on staff covering the absence of colleagues, lower productivity and higher employment costs associated with temporary replacement cover. Sickness absence can also have a considerable adverse impact on both an individual employee's physical and psychological well-being.

The council expects the regular and punctual attendance of all employees at work. The council recognises that staff occasionally will be absent from work due to sickness absence. Employees are not expected to come to work when they are too unwell to do so.

As an employer the council has a responsibility for the health, safety and wellbeing of all its employees and commits itself to promoting good employee health throughout the organisation.

The council will monitor sickness absence levels on a monthly basis and develop initiatives to reduce sickness absence.

The council has a Health and Wellbeing Strategy in place, which focuses on four pillars of integrated wellbeing including:

- Mental Wellbeing
- Physical Wellbeing
- Social Wellbeing
- Financial Wellbeing

The Council may also work with any relevant bodies to assist and support staff who are off on long term sickness absence.

2.0 ROLES AND RESPONSIBILITIES

The primary responsibility for attendance management rests with the Line manager.

However, it is acknowledged that the HR & OD unit has a major role to play in supporting attendance management. The effective and efficient implementation of any attendance management procedure depends on the cooperation and participation of individual employees. It is therefore imperative that employees

fully understand the importance of attendance management, and their rights and obligations under the scheme.

The roles of all parties; Directors, Line Managers, Heads of Service, HR&OD and Employees, in managing attendance is summarised below.

2.1 Corporate Management Team

The Chief Executive and Directors will be responsible for ensuring that policies and procedures are effectively and properly implemented in their relevant department. This will include ensuring line managers have carried out all actions required under this policy and the associated Managing Attendance Procedure.

Providing advice and guidance to elected members including reports and statistics as appropriate.

2.2 Heads of Service

In addition to line management responsibilities, Heads of Service are responsible for:

- 2.2.1 conducting Stage 4 Formal Review meetings conducting Formal Case Review meetings in relation to employees absent due to long term sickness (please refer to the Managing Attendance Procedure)
- 2.2.2 ensuring line managers within their unit are undertaking all of their duties and responsibilities in line with this policy and the associated Managing Attendance Procedure

2.3 Line Managers

The early intervention of line managers is key to effectively managing sickness absence. Line managers are responsible for

- 2.3.1. Ensuring the Managing Attendance Policy and Managing Attendance Procedure are accessible and communicated to all employees they are responsible for. This involves ensuring that a new employee, as part of the local induction process, is made aware of, and understands, the rules and procedures for attendance management
- 2.3.2. Treating all employees with dignity and encouraging employees to seek help with any problems which they may have which could result in absence from work
- 2.3.3. Managing absence in a fair, consistent and rigorous manner
- 2.3.4. As part of ascertaining the cause of absence, consider referring the employee to Occupational Health at the earliest opportunity where, for example:
 - 2.3.5. The cause of absence may give cause for concern, may be related to the employee's work or where the employee is pregnant and may require further advice following the risk assessment.
 - 2.3.5.1. As part of a risk assessment e.g., injury possibly sustained at work.

- 2.3.5.2. Employees who are not absent from work, especially if the line manager has observed a physical or mental health issue that is of concern.
- 2.3.6. Providing comprehensive Occupational Health referrals in a timely fashion with detailed context on the employee's job role, working environment, details of what the employee's condition is and any steps that have already been taken to support the employee
- 2.3.7. Meeting with employees following receipt of reports from the council's Occupational Health Consultant to discuss the contents of the medical report and reviewing what actions can be undertaken to assist the employee to remain in, or return to, work
- 2.3.8. Meeting with returning employees within 3 working days to confirm the reason for absence and to respond to any employee queries e.g. remaining employee entitlement to occupational and statutory sick pay
- 2.3.9. Ensuring accurate and up-to-date attendance records are maintained
- 2.3.10. Updating of employee absence records within 1 working day of the first date of absence and/or receiving of medical certificates or as soon as is reasonably practicable
- 2.3.11. Reviewing every employee's attendance record in accordance with the Absence Review Process as detailed in the Managing Attendance Procedure
- 2.3.12. Establishing action plans for managing attendance in conjunction with individual employees and ensuring their implementation as appropriate
- 2.3.13. Ensuring a disciplined, fair and consistent attitude is adopted towards unexcused absence and tight control is exercised where appropriate
- 2.3.14. Ensuring that quick, appropriate and sensitive action is taken with employees who have a poor sickness record where other informal interventions have failed to correct a problem
- 2.3.15. Acting fairly and consistently and in a manner sensitive to individual case characteristics (including for example gender issues) in applying the appropriate procedures and in applying basic controls
- 2.3.16. Seeking specialist help and advice from the HR & OD unit as and when required
- 2.3.17. Conducting Return to Work Interviews within 3 working days of the employees return to work and conducting absence interviews as detailed in the Managing Attendance Procedure
- 2.3.18. Conduct absence review meetings and/ or necessary actions in line with the policy and procedure in a timely manner
- 2.3.19. Attending training which is designed to support and provide line managers with the necessary skills in order to effectively manage sickness absence

2.4 HR & OD

While the primary responsibility for attendance management lies with Line Managers, HR & OD provide an important source of advice and have a central role to play in facilitating and supporting line managers in their efforts to manage employee attendance. This facilitation and support is provided through:

- 2.4.1. The recruitment and selection process - by arranging and checking results of pre-employment medicals where relevant and referees' reports.
- 2.4.2. Induction training for new employees to ensure the rules and procedures associated with attendance management are clearly understood.
- 2.4.3. Assisting line managers to identify any tendency towards absence during an employee's probationary period.
- 2.4.4. Providing training to line managers to ensure they are equipped with the necessary knowledge and skills (procedural and interpersonal) to manage attendance effectively.
- 2.4.5. Providing line managers with professional advice and interpretation of policies and procedures in relation to attendance management.
- 2.4.6. Provision of outsourced welfare and counselling services as required to employees to assist them in dealing with matters which adversely affect their attendance at work.
- 2.4.7. Arranging referrals, in conjunction with line managers to the council's Occupational Health Consultant in order to obtain responses for line management as part of the process of managing attendance.
- 2.4.8. Providing assistance to line managers to monitor and measure attendance.
- 2.4.9. Producing reports and information on policy implementation to Heads of Service, Directors and Committee.
- 2.4.10. Assisting with implementing disciplinary actions in cases of absence arising from misconduct.
- 2.4.11. Reviewing policy and procedures to evaluate the appropriateness of attendance management policies.

2.5 The Employee

Within the terms of the Attendance Management Policy, employees are required to contribute to attendance management by:

- 2.5.1. Taking responsibility for ensuring regular attendance at work
- 2.5.2. Co-operating fully with this Policy and the Managing Attendance Procedure
- 2.5.3. Complying with the absence notification procedure and the medical certification procedures (please refer to the Managing Attendance Procedure)
- 2.5.4. Complying with requests to attend all meetings and appointments as detailed in the Managing Attendance Procedure
- 2.5.5. Obtaining and following medical advice and complying with any reasonable treatment of any medical condition to ensure the soonest recovery
- 2.5.6. Not undertaking any activity, including other employment, which might be detrimental to their speedy return to work
- 2.5.7. Co-operating with the manager to achieve an acceptable level of attendance
- 2.5.8. Keeping in regular contact with their line manager and advising of any medical condition or changes to a medical condition(s) which may affect their work or their attendance at work

2.5.9. Providing up-to-date contact details to their line manager in order to ensure the council can contact the employee if required

3 Reasonable Adjustments

The council will comply with its obligations to make reasonable adjustments including redeployments under the Disability Discrimination Act 1995.

The council will consider all reasonable adjustments, where available and operationally feasible, which could be made in respect of an employee's work in order to facilitate their return to work or to assist them after a return to work.

Such adjustments may include:

- a reduction in hours
- the transfer of certain duties to other employees
- physical adjustments and retraining.

Any adjustments may be adopted on a temporary or permanent basis depending on the circumstances of each case. This will be in accordance with the council's rehabilitative return to work procedure, which is detailed in the Managing Attendance Procedure.

Lisburn & Castlereagh City Council

Section 75 Equality and Good Relations Screening

Part 1. Information about the activity/policy/project being screened

Managing Attendance Policy & Procedure

Attached are draft copies of the revised Managing Attendance Policy and Procedure.

Is this activity/policy/project – an existing one, a revised one, a new one?

The Managing Attendance Policy and Procedure are revised documents.

What are the intended aims/outcomes the activity/policy/project is trying to achieve?

The intended aim is to update the existing policy and procedure and ensure they are fit for purpose so they can be used to efficiently and effectively manage sickness absence in the Council whilst complying with all relevant employment legislation.

Who is the activity/policy/project targeted at and who will benefit? Are there any expected benefits for specific Section 75 categories/groups from this activity/policy/project? If so, please explain.

The Managing Attendance Policy and Procedure will apply to all Council employees who are absent from work due to sickness.

There are expected to be benefits for all staff, particularly Section 75 categories Disability and Age, as disabled and older staff may be more likely to be off work due to sickness. The Council will be guided by professional medical advice which will assist in making reasonable adjustments or supporting ill health retirement requests.

Who initiated or developed the activity/policy/project?

The HR&OD unit are responsible for the Managing Attendance Policy and Procedure.

Who owns and who implements the activity/policy/project?

The HR&OD unit, specifically the HR&OD manager responsible for the Employee Relations team is responsible for Managing Attendance Policy and Procedure.

Are there any factors which could contribute to/detract from the intended aim/outcome of the activity/policy/project?

No

If yes, give brief details of any significant factors.

Financial

Legal

Other

Who are the internal and external stakeholders (actual or potential) that the activity/policy/project will impact upon? Delete if not applicable**Staff**

The Managing Attendance Policy and Procedure will apply to;

- Council employees who are absent from work due to sickness and will be required to comply with the policy and procedure.
- Line managers who are required to manage their employees' sickness absence and comply with the relevant sections of the procedure.
- Heads of Service who are required to;
 - conduct Stage 4 Formal Review meetings
 - conduct Formal Case Review meetings in relation to employees absent due to long term sickness (please refer to the Managing Attendance Procedure).
 - ensuring line managers within their unit are undertaking all of their duties and responsibilities in line with this policy and the associated Managing Attendance Procedure.
- The Chief Executive and Directors will be responsible for ensuring that policies and procedures are effectively and properly implemented in their relevant department. This will include ensuring line managers have carried out all actions required under this policy and the associated Managing Attendance Procedure.
- While the primary responsibility for attendance management lies with Line Managers, HR & OD provide an important source of advice and have a

central role to play in facilitating and supporting line managers in their efforts to manage employee attendance.

Service users

None

Other public sector organisations

None

Voluntary/community/trade unions

Trade unions would be required to attend additional meetings.

Other

Other policies/strategies/plans with a bearing on this activity/policy/project

Name of policy/strategy/plan	Who owns or implements?
Capability Procedure Disciplinary Policy Leave Policy Policy and Procedure for Acting Up Redeployment Policy	HR&OD

Available evidence

The HR&OD unit routinely review existing policies and procedures.

What evidence/information (qualitative and quantitative) have you gathered or considered to inform this activity/policy? Specify details for each Section 75 category.

Consultation has occurred with numerous groups; Heads of Service, Directors, absence working group (line managers), and TUS Policy Working Group.

Most up to date NISRA population data from Census 2021 (published 22/09/22)

[Lisburn and Castlereagh Census Data](#)

Section 75 Category	Details of evidence/information
Religious Belief	No relevant information
Political Opinion	No relevant information
Racial Group	No relevant information
Age	As of 12 January 2024 the age breakdown of Council employees is as follows; 42 employees aged 16-20 years old 86 employees aged 21-30 years old 153 employees aged 31-40 years old 207 employees aged 41-50 years old 242 employees aged 51-60 years old 76 employees aged 61-70 years old 5 employees aged 70+ years old
Marital Status	No relevant information
Sexual Orientation	No relevant information
Men & Women Generally	No relevant information
Disability	No relevant information
People with and without Dependants	No relevant information

Needs, experiences and priorities

Taking into account the information referred to above, what are the different needs, experiences and priorities of each of the following categories, in relation to the particular activity/policy/decision? Specify details for each of the Section 75 categories

There are expected to be benefits for all staff, particularly Section 75 categories Disability and Age, as disabled and older staff may be more likely to avail of the

policy. The Council will be guided by professional medical advice which will assist in making reasonable adjustments or supporting ill health retirement requests.

Section 75 Category	Details of needs/experiences/priorities
Religious Belief	No evidence of specific needs identified in relation to this policy / procedure.
Political Opinion	
Racial Group	
Age	
Marital Status	
Sexual Orientation	
Men & Women Generally	
Disability	
People with and without Dependants	

Part 2. Screening questions

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

Section 75 Category	Details of likely impact – will it be positive or negative? If none anticipated, say none	Level of impact - major or minor* - see guidance below
Religious Belief	No differential impact identified	
Political Opinion	No differential impact identified	
Racial Group	No differential impact identified	
Age	Likely positive impact	Minor

Marital Status	No differential impact identified	
Sexual Orientation	No differential impact identified	
Men & Women Generally	No differential impact identified	
Disability	Likely positive impact	Minor
People with and without Dependants	No differential impact identified	

* See Appendix 1 for details.

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

Section 75 Category	IF Yes, provide details	If No, provide details
Religious Belief	No opportunities identified in relation to this policy for any of these groups.	
Political Opinion		
Racial Group		
Age		
Marital Status		
Sexual Orientation		
Men & Women Generally		
Disability		
People with and without Dependants		

Equality Action Plan 2021-2025

Does the activity/policy/project being screened relate to an action in the Equality Action Plan 2021-2025? No

2(b) DDA Disability Duties (see Disability Action Plan 2021-2025)

Does this policy/activity present opportunities to contribute to the actions in our Disability Action Plan:

- to promote positive attitudes towards disabled people?
- to encourage the participation of disabled people in public life?

Indirectly, this will have a positive impact by supporting all individuals to have acceptable attendance and remain in the employment of the Council.

Research shows that individuals with certain disabilities can be more likely to be absent due to sickness. Therefore, the additional support from this policy is expected to be beneficial.

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

Good Relations Category	Details of likely impact. Will it be positive or negative? [if no specific impact identified, say none]	Level of impact – minor/major*
Religious Belief	None	
Political Opinion	None	
Racial Group	None	

*See Appendix 1 for details.

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

Good Relations Category	IF Yes, provide details	If No, provide details
Religious Belief		No, whilst this will ensure all are treated equally and consistently – there is no direct impact of the policy on
Political Opinion		
Racial Group		

		relations between these groups.
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Multiple identity

Provide details of any data on the impact of the activity/policy/project on people with multiple identities. Specify relevant Section 75 categories concerned.

The Council has always operated an attendance management policy, with this being the most recent version.

The policy aims to support all staff to attend work at an acceptable level for the organisation. This is of benefit to all staff regardless of Section 75 category.

Disabled and older staff may be more likely to encounter health issues.

Therefore, it could be viewed that the policy and the support it provides is more advantageous to these groups. However, this would not be to the detriment of any other Section 75 group.

The policy also links closely with the provision of our Occupational Health Service, which was screened separately as part of its procurement.

Part 3. Screening decision/outcome

Equality and good relations screening is used to identify whether there is a need to carry out a **full equality impact assessment** on a proposed policy or project.

There are 3 possible outcomes:

- 1) **Screen out** - no need for a full equality impact assessment and no mitigations required because no relevance to equality, no negative impacts identified or only very minor positive impacts for all groups. This may be the case for a purely technical policy for example.
- 2) **Screen out with mitigation** - no need for a full equality impact assessment but some minor potential impacts or opportunities to better promote equality and/or good relations identified, so mitigations appropriate. Much of our activity will probably fall into this category.
- 3) **Screen in for full equality impact assessment** – potential for significant and/or potentially negative impact identified for one or more groups so proposal requires a more detailed impact assessment. [See Equality Commission guidance on justifying a screening decision.]

Choose only one of these and provide reasons for your decision and ensure evidence is noted/referenced for any decision reached.

Screening Decision/Outcome	Reasons/Evidence
Option 1 Screen out – no equality impact assessment and no mitigation required [go to Monitoring section]	Whilst some positive impacts have been identified for specific groups, these are not to the detriment of any other group.
Option 2 Screen out with mitigation – some potential impacts identified but they can be addressed with appropriate mitigation or some opportunities to better promote equality and/or good relations identified [complete mitigation section below]	
Option 3 Screen in for a full Equality Impact Assessment (EQIA) [If option 3, complete timetabling and prioritising section below]	

Mitigation (Only relevant to Option 2)

Can the activity/policy/project plan be amended or an alternative activity/policy introduced to better promote equality of opportunity and/or good relations? No

If so, give the **reasons** to support your decision, together with the proposed changes/amendments or alternative activity/policy and ensure the mitigations are included in a revised/updated policy or plan.

Timetabling and prioritising for full EQIA (only relevant to Option 3)

If the activity/policy has been '**screened in**' for full equality impact assessment, give details of any factors to be considered and the next steps for progressing the EQIA, including a proposed timetable.

Not applicable

Is the activity/policy affected by timetables established by other relevant public authorities? No. If yes, please provide details.

Part 4. Monitoring

Public authorities should consider the guidance contained in the Commission's Monitoring Guidance for Use by Public Authorities (July 2007).

Effective monitoring will help a public authority identify any future adverse impact arising from the activity/policy which may lead the public authority to conduct an equality impact assessment, as well as help with future planning and activity/policy development.

What will be monitored and how? What specific equality monitoring will be done? Who will undertake and sign-off the monitoring of this activity/policy and on what frequency? Please give details:

The effectiveness of the policy will be monitored and measured through our sickness absence process. Key measures of success will include supporting people to be in work more of their time. Particularly via a reduction in the average length of long term sickness cases, and reduced average working days lost for employees.

This monitoring occurs on a monthly basis, but is impacted by factors beyond just the policy itself. The policy will form part of our policy review process, with a review date to be agreed. In accordance with this review date, additional feedback will be sought and a full review of the policy will be undertaken.

Policies are monitored continuously for compliance with changes in legal/statutory requirements. Feedback and lessons learned from cases and those using the policy is also recorded and considered as part of the normal review process.

Part 5 - Approval and authorisation

	Position/Job Title	Date
Screened by: Una Chambers	HR&OD Manager	17/04/2024
Reviewed by: Annie Wilson	Annie Wilson	17/04/2024
Approved by: [normally a Head of Service]	Greg Bowkett	18/04/2024

Note: On completion of the screening exercise, a copy of the completed Screening Report should be:

- approved and 'signed off' by a senior manager responsible for the activity/policy
- included with Committee reports, as appropriate
- sent to the Equality Officer for the quarterly screening report to consultees, internal reporting and publishing on the LCCC website
- shared with relevant colleagues
- made available to the public on request.

Evidence and documents referenced in the screening report should also be available if requested.

Appendix 1 – Equality Commission guidance on equality impact

*Major impact:

- a) The policy/project is significant in terms of its strategic importance;
- b) Potential equality matters are unknown, because, for example, there is insufficient data upon which to make an assessment or because they are complex, and it would be appropriate to conduct an equality impact assessment in order to better assess them;
- c) Potential equality and/or good relations impacts are likely to be adverse or are likely to be experienced disproportionately by groups of people including those who are marginalised or disadvantaged;
- d) Further assessment offers a valuable way to examine the evidence and develop recommendations in respect of a policy about which there are concerns amongst affected individuals and representative groups, for example in respect of multiple identities;
- e) The policy is likely to be challenged by way of judicial review;
- f) The policy is significant in terms of expenditure.

Minor impact

- a) The policy is not unlawfully discriminatory and any residual potential impacts on people are judged to be negligible;
- b) The policy, or certain proposals within it, are potentially unlawfully discriminatory, but this possibility can readily and easily be eliminated by making appropriate changes to the policy or by adopting appropriate mitigating measures;
- c) Any asymmetrical equality impacts caused by the policy are intentional because they are specifically designed to promote equality of opportunity for particular groups of disadvantaged people;
- d) By amending the policy there are better opportunities to better promote equality of opportunity and/or good relations.

No impact (none)

- a) The policy has no relevance to equality of opportunity or good relations;
- b) The policy is purely technical in nature and will have no bearing in terms of its likely impact on equality of opportunity or good relations for people within the equality and good relations categories.