

# ARDS AND NORTH DOWN BOROUGH COUNCIL

## Policy Screening Form

1.	Policy Reference (Equality use only)	E 156
2.	Policy Name	Organisational Development Strategy
3.	<del>Existing / Revised</del> / New Policy	New policy
4.	Responsible Officer	Director of Organisational Development and Administration
5.	Description of policy to be screened	<p>The successful delivery of the Council's vision requires a workforce that is truly motivated and working together for a common and meaningful purpose. This strategy is to be used to shape employee engagement within the Council and to influence the way staff approach their jobs, their careers and ultimately the communities we serve.</p> <p>Evidence from employee surveys, focus and working groups highlights that more needs to be done to achieve higher levels of engagement.</p> <p style="text-align: center;">The Organisational Development Strategy Action Plan will summarise actions to be delivered which are detailed in a number of related Strategies and Action Plans;</p> <ul style="list-style-type: none"> <li>· Learning and Development Policy</li> <li>· Our People Plan</li> <li>· Pride in Performance Scheme</li> <li>· Equality and Disability Action Plans</li> <li>· Recruitment and Selection Policy</li> <li>· Behaviours Charter</li> <li>· Customer Excellence Strategy</li> <li>· Internal Communications Policy</li> <li>· Terms of Reference for the Local Government Forum</li> <li>· Terms of Reference for Staff Consultative Committee</li> </ul>
	Aims and Expected Outcomes – what is the Policy expected to achieve?	The Organisational Development Strategy is a planned approach to improve organisational performance through aligning strategy, people, and processes and supporting a culture shift to a more engaged workforce. The more Ards

		<p>and North Down Borough Council employees feel engaged, the more discretionary effort they will apply and the better their performance will be.</p> <p>There are several target areas that will enhance levels of employee engagement and these are aligned to the Investors in People Framework which will be used as an evaluation tool and performance model to measure our progress.</p> <p>The nine pillars for improving performance are:</p> <ul style="list-style-type: none"> <li>• Leading and Inspiring People</li> <li>• Living the Council's Values and Behaviours</li> <li>• Empowering and Involving People</li> <li>• Managing Performance</li> <li>• Recognising and Rewarding High Performance</li> <li>• Structuring Work</li> <li>• Building Capability</li> <li>• Delivering Continuous Improvement</li> <li>• Creating Sustainable Success</li> </ul>
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6.	Section 75 categories which might be expected to benefit and how they may benefit.	All Section 75 categories should benefit from this policy as all employees and customers will be dealt with in a manner appropriate for their needs.
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7.	Factors which could contribute to / detract from the intended aims / outcomes of the Policy when being implemented	If the strategy is not delivered as intended across the council in relation to the needs of employees and all users and potential users of council services.
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8.	The main stakeholders on whom the policy will impact. For example, Employees, Potential Service Users and Community Groups Consider the internal and external impacts (either actual or potential) and comment, or list, information where appropriate	The Council, employees, all council customers that include ratepayers, residents, visitors, community and voluntary groups and statutory bodies.
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9.	Please provide details of other policies which have a bearing on this one.	
	Policies: E 15 Ards and North Down Borough Council - Corporate Plan E 28 Corporate Complaints policy and procedure E 64 Business Continuity Policy E 72 Performance Improvement Plan E 75 Investors in People Accreditation E 76 Organisational Development Plan	Owned by: Ards and North Down Borough Council

E 81 Pride in Performance Conversation Scheme E 90 Behaviour Charter for Employees E 153 Customer care Strategy	
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10. Available evidence (quantitative and qualitative) considered as important to encourage completion relation to :

Religious Belief	<p>The makeup of the council in relation to employee religious belief is 80% Protestant, 14% Roman Catholic and 6% Other. The profile of residents of the Borough indicates: <b>Religion or Religion Brought up in</b> (Numbers with % in brackets)</p> <table border="1"> <thead> <tr> <th></th> <th>All usual residents</th> <th>Catholic</th> <th>Protestant and Other Christian (including Christian related)</th> <th>Other Religions</th> <th>None</th> </tr> </thead> <tbody> <tr> <td>Northern Ireland</td> <td>1,810,863 (100%)</td> <td>817,385 (45%)</td> <td>875,717 (48%)</td> <td>16,592 (1%)</td> <td>101,169 (6%)</td> </tr> <tr> <td>Ards and North Down Borough Council</td> <td>156,672 (100%)</td> <td>20,550 (13%)</td> <td>117,589 (75%)</td> <td>1,729 (1%)</td> <td>16,804 (11%)</td> </tr> </tbody> </table> <p><b>Source:</b> <a href="#">Religion or religion brought up in. Census 2011, NISRA</a> The ANDBC employee profile shows that</p> <table border="1"> <thead> <tr> <th><u>Males</u></th> <th><u>Protestant</u></th> <th><u>Roman Catholic</u></th> <th><u>Other</u></th> <th><u>Total</u></th> </tr> </thead> <tbody> <tr> <td>Full Time</td> <td>358 (84%)</td> <td>33(8%)</td> <td>34(8%)</td> <td>425 (100%)</td> </tr> <tr> <td>Part Time</td> <td>*(63%)</td> <td>*(25%)</td> <td>*(13%)</td> <td>*8 (100%)</td> </tr> <tr> <td><b>Totals</b></td> <td><b>363(84%)</b></td> <td><b>35(8%)</b></td> <td><b>35(8%)</b></td> <td><b>433(100%)</b></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th><u>Females</u></th> <th><u>Protestant</u></th> <th><u>Roman Catholic</u></th> <th><u>Other</u></th> <th><u>Total</u></th> </tr> </thead> <tbody> <tr> <td>Full Time</td> <td>223(78%)</td> <td>58(20%)</td> <td>6(2%)</td> <td>287(100%)</td> </tr> <tr> <td>Part Time</td> <td>20(54%)</td> <td>12(32%)</td> <td>5(14%)</td> <td>37(100%)</td> </tr> <tr> <td><b>Totals</b></td> <td><b>243(75%)</b></td> <td><b>70(22%)</b></td> <td><b>11(3%)</b></td> <td><b>324(100%)</b></td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th><u>Total Emp</u></th> <th></th> <th></th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td></td> <td>606(80%)</td> <td>105(14%)</td> <td>46(60%)</td> <td>757(100%)</td> </tr> </tbody> </table>		All usual residents	Catholic	Protestant and Other Christian (including Christian related)	Other Religions	None	Northern Ireland	1,810,863 (100%)	817,385 (45%)	875,717 (48%)	16,592 (1%)	101,169 (6%)	Ards and North Down Borough Council	156,672 (100%)	20,550 (13%)	117,589 (75%)	1,729 (1%)	16,804 (11%)	<u>Males</u>	<u>Protestant</u>	<u>Roman Catholic</u>	<u>Other</u>	<u>Total</u>	Full Time	358 (84%)	33(8%)	34(8%)	425 (100%)	Part Time	*(63%)	*(25%)	*(13%)	*8 (100%)	<b>Totals</b>	<b>363(84%)</b>	<b>35(8%)</b>	<b>35(8%)</b>	<b>433(100%)</b>	<u>Females</u>	<u>Protestant</u>	<u>Roman Catholic</u>	<u>Other</u>	<u>Total</u>	Full Time	223(78%)	58(20%)	6(2%)	287(100%)	Part Time	20(54%)	12(32%)	5(14%)	37(100%)	<b>Totals</b>	<b>243(75%)</b>	<b>70(22%)</b>	<b>11(3%)</b>	<b>324(100%)</b>	<u>Total Emp</u>						606(80%)	105(14%)	46(60%)	757(100%)
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Opinion

representation on Ards and North Down Council, The Stormont Executive for this electoral area and Westminster election. This data is an approximate measure of political opinion of the voting electorate within the Borough. Turnout to vote in North Down and Strangford constituencies tend to be lower than the rest of NI suggesting less strong political opinions. Of those who do turn out, the results show preference for voting Unionist parties.

See table below

**Data: Council Election results**

The most recent local council election (22<sup>nd</sup> May 2015) showed:

	Eligible Electorate	Votes Polled (% Turnout)	Elected Candidate							
			DUP	Sinn Féin	UUP	SDLP	Alliance	Independent	TUV	Green
Northern Ireland	1,243,649	638,332 (51.3%)	130	105	88	66	32	15	13	4
Ards and North Down Borough Council	112,077	47,161 (42.1%)	17		9	1	7	2	1	3
Ards Peninsula (DEA)	16,656	7,369 (44.2%)	3		1	1	1			
Bangor Central (DEA)	17,194	6,678 (38.8%)	2		2		1			1
Bangor East and Donaghadee (DEA)	16,956	6,915 (40.8%)	3		1		1	1		
Bangor West (DEA)	13,479	5,448 (40.4%)	2		1		1			1
Comber (DEA)	13,681	6,272 (45.8%)	2		1		1		1	

Hollywood and Clondeboyne (DEA)	14,158	6,229 (44.0%)	2	1	1	1
Newtownards (DEA)	19,953	8,250 (41.4%)	3	2	1	1

**Source:**

[The Electoral Office, NI](#)

Since the election in 2014 for local Councillors a number of changes to the political make-up of the Council have taken place. The current makeup of the Council as at December 2017 is:

18 DUP, 8 UUP, 3 Independents, 2 Greens with 7 Alliance, 1 SDLP and 1 TUV.

Racial Group	<p>In relation to the resident population NISRA, NINIS and Northern Ireland Strategic Migration Partnership data provide up to date data. The 2011 census showed that 32,000 (1.8%) of the usually resident population in Northern Ireland is from a minority ethnic background. Within the borough, the 2011 Census showed that 1.5% (2,300) were from a minority ethnic background. Across the borough this ranged from 5.2% in Loughview ward to 0.3% in Lisbane ward.</p> <p>See table below</p> <p><b>Data: Ethnic Group</b> (Numbers with % in brackets)</p>										
		All usual residents	White	Chinese	Indian	Bangladeshi	Other Asian	Black African	Black Other	Mixed	Other
	Northern Ireland	1,810,863 (100%)	1,778,449 (98%)	6,303 (0%)	6,198 (0%)	540 (0%)	6,089 (0%)	2,345 (0%)	1271 (0%)	6,014 (0%)	3,000 (0%)
	Ards and North Down Borough Council	156,672 (100%)	154,365 (99%)	406 (0%)	283 (0%)	177 (0%)	415 (0%)	139 (0%)	132 (0%)	556 (0%)	0 (0%)
	Ards Peninsula	156,672 (100%)	23,367 (99%)	26 (0%)	19 (0%)	5 (0%)	19 (0%)	6 (0%)	2 (0%)	51 (0%)	0 (0%)
	Bangor Central	23,524 (100%)	24,469 (98%)	105 (0%)	43 (0%)	17 (0%)	43 (0%)	26 (0%)	32 (0%)	119 (0%)	0 (0%)
	Bangor East and Donaghadee	24,892 (100%)	22,648 (99%)	56 (0%)	27 (0%)	10 (0%)	91 (0%)	11 (0%)	2 (0%)	82 (0%)	0 (0%)
	Bangor West	22,946 (100%)	17,763 (98%)	19 (0%)	135 (0%)	2 (0%)	116 (0%)	3 (0%)	26 (0%)	73 (0%)	0 (0%)
	Comber	18,152 (100%)	18,216 (99%)	30 (0%)	8 (0%)	9 (0%)	35 (0%)	4 (0%)	8 (0%)	55 (0%)	0 (0%)
	Hollywood and Clondeboyne	18,382 (100%)	20,061 (98%)	65 (0%)	31 (0%)	23 (0%)	81 (0%)	81 (0%)	56 (0%)	101 (0%)	0 (0%)
Newtownards	20,560	27,841	105	20	111	30	8	6	75	0	

		(100%)	(99%)	(0%)	(0%)	(0%)	(0%)	(0%)	(0%)	(0%)	(0%)
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**Source:**  
[Ethnic Group, Census 2011, NISRA](#)

Age  
 NISRA have published population projections for the Borough which show that the proportion of those aged 85 and over are expected to more than double within the next 25 years.  
 ANDBC has the highest % population of older people in Northern Ireland.  
 See table below

**Data: Age Groups** (Numbers with % in brackets)

	0-15	16-39	40-64	65+	Total
Northern Ireland	385,200 (21%)	583,116 (31%)	591,481 (32%)	291,824 (16%)	<b>1,851,621 (100%)</b>
Ards and North Down Borough Council	29,801 (19%)	43,239 (27%)	54,094 (34%)	31,663 (20%)	<b>158,797 (100%)</b>
Ards Peninsula (DEA)	4,851 (20%)	6,803 (29%)	8,150 (34%)	3,956 (17%)	<b>23,760 (100%)</b>
Bangor Central (DEA)	4,680 (19%)	7,771 (31%)	8,101 (33%)	4,229 (17%)	<b>24,781 (100%)</b>
Bangor East and Donaghadee (DEA)	4,204 (18%)	5,911 (26%)	8,509 (37%)	4,257 (19%)	<b>22,881 (100%)</b>
Bangor West (DEA)	3,250 (17%)	5,584 (30%)	6,192 (33%)	3,750 (20%)	<b>18,776 (100%)</b>
Comber (DEA)	3,385 (18%)	5,024 (27%)	6,850 (37%)	3,157 (17%)	<b>18,416 (100%)</b>
Holywood and Clondeboye (DEA)	3,806 (19%)	5,545 (27%)	7,100 (35%)	3,956 (19%)	<b>20,407 (100%)</b>
Newtownards (DEA)	5,618 (20%)	8,441 (30%)	9,612 (34%)	4,412 (16%)	<b>28,083 (100%)</b>

**Sources:**  
[Demography and Methodology Branch, NISRA](#)  
[World Health Organization](#)

The council has an older age profile of employees as only a small number of new recruitment exercises have been carried out from 2014. The younger population may not identify with such an event as the older population would.  
 In relation to the profile of employees the following identifies them in age bands and gender:

Female		
	16 - 29	Total 20(6%)
	30 - 39	Total 75(23%)
	40 - 49	Total 105 (33%)
	50 - 59	Total 80 (25%)

	60 – 70+	Total 42 (13%)
		322 (100%)
Male		
	16 - 29	Total 26 (6%)
	30 - 39	Total 83(19%)
	40 - 49	Total 121(27%)
	50 - 59	Total 176 (39%)
	60 – 70+	Total 41 (9%)
		447 (100%)

**Marital Status**

NISRA and NINIS statistics for the Borough area will indicate the profile of residents but not service providers. The 2011 Northern Ireland Census showed that 48% of adults (those aged over 16 years of age) in Northern Ireland were either married or in a registered same-sex civil partnership. Within the borough, 54% of adults fell into this category. This varies across the borough from 36% in Central (Ards) ward to 64% in Lisbane ward. See table below

**Data: Marital Status (All aged 16+)** (Numbers with % in brackets)

	All usual residents	Single (never married or never registered a same-sex civil partnership)	Married	In a registered same-sex civil partnership	legally married or still legally in a same-sex civil partnership	in a same-sex civil partnership which is now legally dissolved	Widowed or surviving partner from a same-sex civil partnership
Northern Ireland	1,431,540 (100%)	517,393 (36%)	680,831 (48%)	1,243 (0%)	56,911 (4%)	78,074 (5%)	97,000 (7%)
Ards and North Down Borough Council	126,945 (100%)	36,730 (29%)	67,866 (53%)	123 (0%)	4,328 (3%)	8,548 (7%)	9,350 (7%)
Ards Peninsula (DEA)	18,687 (100%)	5,350 (29%)	10,350 (55%)	10 (0%)	635 (3%)	1,056 (6%)	1,280 (7%)
Comber (DEA)	14,995 (100%)	4,084 (27%)	8,558 (57%)	14 (0%)	399 (3%)	877 (6%)	1,060 (7%)
Greyabbey(DEA)	22,593 (100%)	6,836 (30%)	11,717 (52%)	24 (0%)	844 (4%)	1,593 (7%)	1,570 (7%)

**Source:**  
[Northern Ireland 2011 Census, Marital Status](#)

**Sexual orientation**

**Summary:** It should be noted that no reliable data is available on sexual orientation. NISRA are currently examining methodology on how to measure this. However, the 2011 census indicates that less than 1% of the Northern Ireland adult population (those aged 16 years and over) were in a registered same-sex civil partnership. The

	<p>was similar to the borough as a whole. The Continuous Household Survey in Northern Ireland estimated this figure between 0.9% and 1.9% in 2015-2016. The Office for National Statistics estimates a similar range for the United Kingdom (1.7%).</p> <p><b>Source:</b>  <a href="#">Northern Ireland 2011 Census, Marital Status</a>  <a href="#">ONS 2015 Sexual Identity</a></p>																					
Men & Women generally	<p>According to census (NISRA) almost half of the population of Northern Ireland were male (49%) and this was similar throughout Ards and North Down Borough Council (48%). See table below</p> <p><b>Data:</b></p> <table border="1"> <thead> <tr> <th></th> <th>Males</th> <th>Females</th> <th>All</th> </tr> </thead> <tbody> <tr> <td>Northern Ireland</td> <td>887,323 (49%)</td> <td>923,540 (51%)</td> <td>1,810,863 (100%)</td> </tr> <tr> <td>Ards and North Down Borough Council</td> <td>75,920 (48%)</td> <td>80,752 (52%)</td> <td>156,672(100%)</td> </tr> </tbody> </table> <p>Source:  Age Structure, Census 2011, NISRA  Review of statistical classification and delineation of settlements, NISRA</p>		Males	Females	All	Northern Ireland	887,323 (49%)	923,540 (51%)	1,810,863 (100%)	Ards and North Down Borough Council	75,920 (48%)	80,752 (52%)	156,672(100%)									
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Disability	<p>The 2011 Census (NISRA) showed that 20% of the population in Ards and North Down area had a health issue or disability (including those related to old age) which has lasted or expected to last at least 12 months. (This was similar to the Northern Ireland figure of 21%.)</p> <table border="1"> <thead> <tr> <th><b>Disability Living Allowances, 2015</b></th> <th>2015 (Disability Living Allowance Recipients)</th> <th>2015 (Multiple Disability Benefits) *MDB is aggregated data from Attendance Allowance, Disability Living Allowance, Incapacity Benefit and Severe Disablement Allowance data, and data for Employment and Support allowance</th> </tr> </thead> <tbody> <tr> <td>Northern Ireland</td> <td>209,280</td> <td>251,490</td> </tr> <tr> <td>Ards and North Down Borough Council</td> <td>13,840</td> <td>18,080</td> </tr> <tr> <td>Ards Peninsula</td> <td>2,920</td> <td>n/a</td> </tr> <tr> <td>Bangor Central</td> <td>2,250</td> <td>n/a</td> </tr> <tr> <td>Bangor East and Donaghadee</td> <td>1,740</td> <td>n/a</td> </tr> <tr> <td>Bangor West</td> <td>1,650</td> <td>n/a</td> </tr> </tbody> </table>	<b>Disability Living Allowances, 2015</b>	2015 (Disability Living Allowance Recipients)	2015 (Multiple Disability Benefits) *MDB is aggregated data from Attendance Allowance, Disability Living Allowance, Incapacity Benefit and Severe Disablement Allowance data, and data for Employment and Support allowance	Northern Ireland	209,280	251,490	Ards and North Down Borough Council	13,840	18,080	Ards Peninsula	2,920	n/a	Bangor Central	2,250	n/a	Bangor East and Donaghadee	1,740	n/a	Bangor West	1,650	n/a
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		Comber	1,270	n/a
		Hollywood and Clandeboye	1,180	n/a
		Newtownards	2,840	n/a
		<a href="#">Northern Ireland Census 2011 Long-term health problem or disability by long-term problem or disability</a>		
	Dependents	<p><b>Summary:</b> In considering this dimension the following have been included: persons with responsibility for the care of a child, children, a person with a disability and or an older person. According to the Continuous Household Survey, 2013-2016, 37% of Ards and North Down claimed to have a dependent (This did not differentiate on the type of dependent). According to the 2011 Census, 7,474 households in Ards and North Down had a dependent child under the age of 4 (This might give an indication on the numbers who would have buggies or prams).</p> <p><b>Sources:</b> Continuous Household Survey</p>		

11.	Based on data previously provided what are the needs, experiences and priorities for each of the following categories, in relation to this policy/decision?	
	Religious Belief	All individuals require to access the range of council services in a wide variety of ways based on their identity and the particular council service. In the planning and the delivery of services the breadth of needs and experiences of our employees and our service users is considered. To enable the needs of employees to be met appropriate training and engagement will be made available according to their role in service deliver and expectations of them as council employees. This will enable service users to receive the service that meets their needs as the council is committed through its equality scheme to deliver on its Section 75 duties and responsibilities and through its wide range of policies and procedures.
	Political Opinion	
	Racial Group	
	Age	
	Marital Status	
	Sexual orientation	
	Men & Women generally	
	Disability	
	Dependents	

### Does this Policy require an Equality Impact Assessment?

1.	What is the likely impact on equality of opportunity for each of the Section 75 categories?		
		Detail of Impact	Level of Impact Minor/Major/None
	Religious Belief	This strategy has throughout its development considered the needs of all employees, potential employees, customers and potential customers and addressed these needs accordingly, using in particular the staff engagement feedback.	None
	Political Opinion		
	Racial Group		
	Age		
	Marital Status		
	Sexual orientation		
	Men & Women generally		
	Disability		
	Dependents		

2.	Are there opportunities to better promote equality of opportunity for people within the Section 75 equality categories?		
		If "Yes", provide details	If "No", provide details
	Religious Belief	No. The strategy has considered the range of issues and identities the council currently employ and engage with, as well as those they have the potential to engage with, and have ensured alternative arrangements are mainstreamed across the council services for the benefit of all current and future employees and service users.	
	Political Opinion		
	Racial Group		
	Age		
	Marital Status		
	Sexual orientation		
	Men & Women generally		
	Disability		
Dependents			

3.	To what extent is the Policy likely to impact on Good Relations between people of different religious belief, political opinion or racial group?		
		Details of Impact	Level of Impact Minor/Major/None
	Religious Belief	This policy will ensure the promotion of good relations within and across the council services	
	Political Opinion		
Racial Group			

4.	Are there opportunities to better promote Good Relations between people of different religious belief, political opinion or racial group?		
		If "Yes" provide details	If "No" provide details
	Religious Belief	No as the strategy has mainstreamed good relations into the organisational development guidance and best practice	
	Political Opinion		
Racial Group			

#### Additional Considerations

	Multiple Identity Considerations	Details of Impact or potential impact (Positive/Negative)
	<p>Are there any potential impacts of the policy decision on people with multiple identities? (e.g. disabled minority ethnic persons)</p> <p>Where appropriate provide details of data on the impact of the policy on people with multiple identities. Specify relevant Section 75 categories concerned.</p>	<p>Each individual, whether an employee or not, who interacts within and with the council has their unique multiple identity. These individuals have been considered in the strategy development based on delivering existing council services and experiences.</p>

#### **Disability Discrimination Order (NI) 2006**

Does this proposed policy provide an opportunity to:	Yes / No	Explain your reasoning:
	Yes	This strategy has considered and put in place good practice to better promote positive attitudes towards disabled people and increase participation by disabled people in public life.
<ul style="list-style-type: none"> <li>- <u>better promote positive attitudes</u> towards disabled people</li> <li>- <u>increase participation</u> by disabled people in public life</li> </ul>		

### Monitoring Arrangements

Section 75 places a requirement on the Council to have equality monitoring arrangements in place in order to assess the impact of policies and services, help identify barriers to fair participation and to better promote equality of opportunity.

Outline what data you could collect in the future in order to monitor the impact of this policy / decision on <u>equality, good relations and disability duties</u>	Review of the strategy. Update and monitoring of actions in the Action Plan. Comments and complaints received from existing and current employees and customers.
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I can confirm that the proposed policy / decision have been screened for:-

x	Equality of opportunity and good relations
x	Disabilities duties

On the basis of the answers to the screening questions, I recommend that this policy / decision is:-

x	Screened Out – No EQIA necessary (no impacts)
<input type="checkbox"/>	Screened Out – Mitigating Actions (minor impacts)
<input type="checkbox"/>	Screened In – Necessary to conduct a full EQIA
	Please detail actions to be taken:

Screening assessment completed by:-

Name:

Title:

Date: 21 March 2018

Signature:

Director/Head of Service decision approved by:

Name:

Title:

Date: 21 March 2018

Signature:

If an Equality Impact Assessment is required

Priority Rating for Timetabling an Equality Impact Assessment. (1-3)	Priority Criterion	Rating
	Effect on equality of opportunity and good relations	
	Social need	
	Effect on people's daily lives	
	Relevance to a public authority's functions	

Is this Policy Affected by Timetables established by other relevant Public Authorities?	
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Monitoring Recommendation	
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Approval and Authorisation	Position/Job Title:	Date:
Screened by:	Director of Organisational Development and Administration	21 March 2018
Approved by:	Director of Organisational Development and Administration	21 March 2018