

January 11th, 2019

**Notice Of Meeting**

You are invited to attend the Audit Committee Meeting to be held on **Tuesday, 15th January 2019** at **2:00 pm** in the **Mourne Room, Downshire Civic Centre.**

**The Members of the Committee are:-**

Mr Joe Campbell (Independent Chairperson of Audit Committee)

Councillor Pete Byrne

Councillor Charlie Casey

Councillor Laura Devlin

Councillor William Clarke

Councillor Mark Murnin

Councillor Andrew McMurray

Councillor Michael Ruane

Councillor Gareth Sharvin

Councillor Jarlath Tinnelly

Councillor Roisin Mulgrew

# Agenda

## 1.0 Apologies and Chairperson's Remarks

## 2.0 Declarations of Interest

## 3.0 Action Sheet arising from Audit Committee Meeting held on 20 September 2018

 *Audit-20092018.pdf*

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### *Chairperson of Audit Committee*

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## 4.0 Audit Committee Self-Assessment

 *AC Self Assessment Progress Report Dec2018.pdf*

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 *NAO - Self\_Assessment\_Checklist.pdf*

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## 5.0 Annual Review of Chairperson's Performance

 *Item 5 - Assessment of Chairman's Performance.pdf*

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### *Corporate Services*

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## 6.0 Corporate Risk Register

## 7.0 Fraud & Whistleblowing Update

 *Item 7 - Fraud and Whistleblowing Cover Sheet - January 2019.pdf*

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 *Item 7 - Summary Fraud and WB Register 2018-19.pdf*

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## 8.0 Direct Award Contracts

 *Item 8 - STA-DAC cover sheet.pdf*

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 *Item 8-5016119.pdf*

*Page 20*

## 9.0 Procurement Update

 *Item 9 - Procurement update - January 2019.pdf*

*Page 22*

## 10.0 Update on Audit Recommendations

 *Item 10 - Update on Audit Recommendations - Jan 2019.pdf*

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## 11.0 Prompt Payment Statistics

 *Prompt Payment cover sheet - jan 2019.pdf*

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### *Performance*

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## 12.0 Draft Performance Improvement Objectives 2019-20

 *App 2 Development of the Performance Improvement Plan 2019-20.pdf*

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 *App 1 Consultation on Draft Performance Improvement Objectives 2019-20.pdf*

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 *AC Cover Report Performance Improvement Objectives.pdf*

Page 62

## 13.0 Performance Improvement Policy

 *Performance Improvement Policy Audit Committee.pdf*

Page 65

 *PI Policy Cover Report AC.pdf*

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## 14.0 Mid Year Progress Report of the Performance Improvement Plan 2018-19

 *AC Cover Report Mid Year Assessment of PIP 2018-19.pdf*

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 *App 1 Mid Year Progress Report PIP FINAL.pdf*

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### *NIAO (CLOSED SESSION)*

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## 15.0 Report to Those Charged with Governance 2018-19

 *Liam Hannaway 21 12 18.pdf*

Not included


 *Final NMD 2017-18 RttcwG.pdf*

Not included

## 16.0 Annual Audit Letter

 *Item 15 - Liam Hannaway 10 1 19 - AAL.pdf*

Not included





 *Item 15 - Newry Mourne and Down AAL 2018-19.pdf*

Not included

## 17.0 Improvement Audit and Assessment 2018-19

 *AC Cover Report NIAO Audit and Assessment 2018-19.pdf*

Not included









 <i>App 1 L Hannaway 30 11 18.pdf</i>	<i>Not included</i>
 <i>App 2 NMDDC Final Section 95 Report 30.11.18.pdf</i>	<i>Not included</i>
 <i>App 3 Newry Mourne and Down District Council Performance Improvement Audit and Assessment Certificate 30.11.18.pdf</i>	<i>Not included</i>
 <i>App 4 Improvement Audit and Assessment Action Plan 2018-19.pdf</i>	<i>Not included</i>

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***Internal Audit - Items to be considered with press and public excluded***

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## **18.0 ASM Progress Report**

 <i>NMDDC Summary report January 2019 to Audit Committee.pdf</i>	<i>Not included</i>
 <i>201819 NMDDC Travel and Subsistence Final report.pdf</i>	<i>Not included</i>
 <i>Item 17 201819 NMDDC Facilities Management - Canteens - Final report.pdf</i>	<i>Not included</i>
 <i>Item 17 NMDDC 2018-19 Procurement review - stage 2 - Final report.pdf</i>	<i>Not included</i>
 <i>Item 17 201819 NMDDC Time Recording OT TOIL and Flexi - final report.pdf</i>	<i>Not included</i>
 <i>Item 17 201819 NMDDC Tourism and Events - Final report.pdf</i>	<i>Not included</i>
 <i>Item 17 201819 NMDDC Fleet managemnet - Final report.pdf</i>	<i>Not included</i>
 <i>Item 17 201819 NMDDC SPU - Follow up review Final report.pdf</i>	<i>Not included</i>

## **19.0 Investigation in the Councils procurement and erection of the 'Big Screen' in Newry**

Copy report to be circulated at meeting

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***Circulars***

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## **20.0 DAO (DoF 04/18 (19/11/2019)) - Fraud Proofing Guidance**

 <i>daodof0418 - Fraud Proofing Guiidance.pdf</i>
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# Invitees

Cllr Pete Byrne	<a href="mailto:pete.byrne@nmandd.org">pete.byrne@nmandd.org</a>
Mr Gerard Byrne	<a href="mailto:gerard.byrne@nmandd.org">gerard.byrne@nmandd.org</a>
Mr Joe Campbell	<a href="mailto:josephb.campbell@outlook.com">josephb.campbell@outlook.com</a>
Mrs Dorinnia Carville	<a href="mailto:dorinnia.carville@nmandd.org">dorinnia.carville@nmandd.org</a>
Cllr charlie casey	<a href="mailto:charlie.casey@nmandd.org">charlie.casey@nmandd.org</a>
Cllr Laura Devlin	<a href="mailto:laura.devlin@nmandd.org">laura.devlin@nmandd.org</a>
Cllr Terry Hearty	<a href="mailto:terry.hearty@nmandd.org">terry.hearty@nmandd.org</a>
Ms Colette Kane	<a href="mailto:colette.kane@niauditoffice.gov.uk">colette.kane@niauditoffice.gov.uk</a>
Colette McAteer	<a href="mailto:colette.mcateer@nmandd.org">colette.mcateer@nmandd.org</a>
Patricia McKeever	<a href="mailto:patricia.mckeever@nmandd.org">patricia.mckeever@nmandd.org</a>
Cllr Andrew McMurray	<a href="mailto:andrew.mcmurray@nmandd.org">andrew.mcmurray@nmandd.org</a>
Eileen McParland	<a href="mailto:eileen.mcparland@nmandd.org">eileen.mcparland@nmandd.org</a>
Mr Ken Montgomery	<a href="mailto:ken.montgomery@nmandd.org">ken.montgomery@nmandd.org</a>
Cllr Roisin Mulgrew	<a href="mailto:roisin.mulgrew@nmandd.org">roisin.mulgrew@nmandd.org</a>
Cllr Mark Murnin	<a href="mailto:mark.murnin@nmandd.org">mark.murnin@nmandd.org</a>
Linda O'Hare	<a href="mailto:linda.ohare@nmandd.org">linda.ohare@nmandd.org</a>
Cllr Michael Ruane	<a href="mailto:michael.ruane@nmandd.org">michael.ruane@nmandd.org</a>
Cllr Gareth Sharvin	<a href="mailto:gareth.sharvin@nmandd.org">gareth.sharvin@nmandd.org</a>
Donna Starkey	<a href="mailto:donna.starkey@nmandd.org">donna.starkey@nmandd.org</a>
Sarah Taggart	<a href="mailto:sarah-louise.taggart@nmandd.org">sarah-louise.taggart@nmandd.org</a>
Cllr Jarlath Tinnelly	<a href="mailto:jarlath.tinnelly@nmandd.org">jarlath.tinnelly@nmandd.org</a>

**ACTION SHEET – AUDIT COMMITTEE MEETING****OUTSTANDING ISSUES FROM 11 JANUARY 2018**

<b>Minute Ref</b>	<b>Subject</b>	<b>Decision</b>	<b>Lead Officer</b>	<b>Actions taken/ Progress to date</b>	<b>Remove from Action Sheet Y/N</b>
AC/18/2018	Internal Audit Asset Summary Report	<ul style="list-style-type: none"> <li>A status report on the Grants Database be brought back to Committee.</li> </ul>	D Carville/G Byrne	ITPG approved project mandate on 22.6.18. SPU have a consultant working on finalising the Financial Assistance policy. The Grants Database will be procured on the basis of this policy.	<b>N</b>

**OUTSTANDING ISSUES FROM 26 APRIL 2018**

AC/31/2018	Managing the Risk of Bribery and Corruption	It was agreed that once approved at SPR Committee, the Conflicts of Interest Policy would be tabled at Audit Committee Meeting. It was also agreed to note the Risk of Bribery and Corruption Report.	G Byrne	Policy presented to the Audit Committee in September 2019.	Y
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**OUTSTANDING ISSUES FROM 5 JULY 2018**

AC/59/2018	Training for Members	It was agreed that a date in late August be sourced for training for Members	D Carville	Members received training on the 16 <sup>th</sup> November 2018.	Y
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**ACTION SHEET – AUDIT COMMITTEE MEETING****FROM 20 SEPTEMBER 2018**

Minute Ref	Subject	Decision	Lead Officer	Actions taken/ Progress to date	Remove from Action Sheet Y/N
AC/67/2018	Action Sheet arising from Audit Committee Meeting held on Thursday 5 July 2018	It was agreed to note the action sheet and remove those actions marked for removal.	Democratic Services	Removed	Y
AC/68/2018	ASM Progress Summary Report	The Summary Report was noted.			Y
AC/69/2018	Internal Audit Plan 2018/19	It was agreed to approve the 2018/19 revised Internal Audit Plan, including the use of Contingency Days as noted			Y
AC/70/2018	NIAO Report to	It was agreed to note the			Y

	Those Charged with Governance	contents of the report and further note that the Audit Committee accepted Management's reasons for not adjusting the unadjusted misstatements identified in the report.			
AC/71/2018	Statement of Accounts 2017-18	It was agreed to note the status of the audit of the 2017/18 Statement of Accounts and to approve the audited accounts including the Annual Governance Statement for signing by Chief Executive and Chairperson of Council			Y
AC/72/2018	Corporate Risk Register	It was agreed to note the update provided to the Corporate Risk Register	D Carville		Y
AC/73/2018	Prompt Payments	It was agreed to note the Prompt Payment Statistics	K Montgomery		Y
AC/74/2018	Fraud & Whistleblowing Update	The Fraud and Whistleblowing Report and Conflict of Interest Policy and Procedures were noted.	G Byrne		Y
AC/75/2018	Direct Award Contracts	It was agreed to note the Direct Award Contract Register	D Barter		Y
AC/76/2018	Update on Audit	It was agreed to note the	G Byrne		Y

	Recommendations	update on Audit Recommendations report.			
AC/77/2018	Update on Procurement	It was agreed to note the update on procurement.	K Montgomery		Y
AC/78/2018	Findings from the Local Government Auditor's Report	The findings from the Local Government Auditor's Report were noted	D Carville		Y
AC/79/2018	Assessment of Performance 2017-18	It was agreed to note the Assessment of Performance 2017-18	K Bingham		Y
AC/80/2018	Tender for Internal Audit Contract	It was agreed to recommend that Members approve the preparation of a Business Case to be presented to the SPR Committee in November 2018 deciding how the Internal Audit Function should be staffed in Newry, Mourne and Down District Council, with the result of the business case and associated actions being brought to the January 2019 Audit Committee Meeting.	G Byrne	SP&R approved the IA business case and this was subsequently ratified by Council on the 7 January 2019.	Y
AC/81/2018	Recruitment of Independent Audit Committee Chairperson	It was agreed to approve the extension of Mr Campbell's appointment to facilitate continuation of his Chairmanship	D Carville		Y

		<p>at the Audit Committee Meeting of April 2019. It was also agreed for officers to commence a recruitment process for an Independent Chairperson of the Audit Committee to commence with the new term of Council for a four year period, with the first meeting of the new Chairperson in July 2019.</p>			
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<b>Report to:</b>	<b>Audit Committee</b>
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>Audit Committee Self-Assessment 2018/19</b>
<b>Reporting Officer (Including Job Title):</b>	Joe Campbell, Independent Chair Of Audit Committee
<b>Contact Officer (Including Job Title):</b>	Joe Campbell, Independent Chair Of Audit Committee

**Decisions required:** Members are asked to consider and approve the contents of this report.

<b>1.0</b>	<b>Purpose and Background:</b>
1.1	<p>Similar to previous years, the Chairman has completed a self-assessment exercise of the effectiveness of the Audit Committee on behalf of Elected Members, this year using the updated National Audit Office Self-Assessment Checklist (September 2017). The NAO checklist is the benchmark for best practice.</p> <p>The Chairman circulated the draft questionnaire to Members for comment on 23<sup>rd</sup> November 2018. Attached for consideration and approval is the completed final self-assessment checklist.</p> <p>Members can take reassurance from the number of good practice questions that have been answered 'yes' demonstrating that the Audit Committee is operating effectively.</p>
<b>2.0</b>	<b>Key issues:</b>
2.1	<p>Having completed the self-assessment checklist, the following recommendations to build effectiveness are tabled for consideration:</p> <p><b>Principle 2: Skills</b></p> <p>(a) Political Parties to be asked to give consideration to appointing Elected Members for a term greater than one year where possible to build up knowledge and skills</p> <p><b>Principle 3 and 4: The role and scope of the Committee</b></p> <p>(b) Review the Committee's terms of reference in accordance with HMT Guidance</p> <p>(c) Bring a paper on Cyber Risk Management to a future meeting</p> <p>(d) Bring a paper on Assurance Mapping to a future meeting</p> <p>(e) Bring a paper on the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption to a future meeting</p>

	<p><b>Principle 5: Communication and Reporting</b></p> <p>(f) To ensure Internal Audit reports are completed and timely reported to Audit Committee</p> <p>(g) Officers to strive to ensure that all papers are provided on a timely basis to Democratic Services so that papers are issued in compliance with standing orders so that Members have sufficient time to review.</p>
<b>3.0</b>	<b>Recommendations:</b>
3.1	Members are asked to approve the contents of this report.
<b>4.0</b>	<b>Resource implications</b>
4.1	None.
<b>5.0</b>	<b>Equality and good relations implications:</b>
5.1	None.
<b>6.0</b>	<b>Appendices</b>
	Appendix 1: Completed self-assessment checklist 2018/19



November 2017



National Audit Office

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# Audit and Risk Assurance Committee Effectiveness Checklist

## Introduction

1 Audit and Risk Assurance Committees play a crucial role in supporting the effective governance of central government departments, their agencies and their arm's-length bodies. The main source of guidance for public sector Audit and Risk Assurance Committees is HM Treasury's [\*Audit and Risk Assurance Committee Handbook. Corporate Governance in central government departments: Code of Practice 2011\*](#) specifies that Audit and Risk Assurance Committees should be established in all central government bodies and that they should function in accordance with HM Treasury's *Audit and Risk Assurance Committees Handbook*.

2 An effective Audit and Risk Assurance Committee is plays a pivotal role in ensuring that organisations function according to good governance, apply appropriate accounting and auditing standards, and adopt appropriate risk management arrangements. A well functioning Audit and Risk Assurance Committee has the ability to:

- understand the role and activities of the Board;
- discuss with the Board policies and attitudes towards risk and ensure that management act within these parameters;
- critically challenge and review risk registers to provide assurance that the arrangements in place are working within the organisation;
- understand the risk management framework and the respective assignment of responsibilities;
- assume good communications and relationships with both those it seeks briefings from and those it provides assurance to; and
- contribute to the delivery of results and add value to the organisation.

## Audit and Risk Assurance Committee Effectiveness

3 In line with good practice, Audit and Risk Assurance Committees should assess their effectiveness annually. A variety of assessment tools exist, from facilitated workshops to short questionnaires. Core principles from HM Treasury's *Audit and Risk Assurance Committee Handbook*, and common themes and good practice we have seen through our range of work with Audit and Risk Assurance Committees across central government, have been condensed to generate a series of prompts that Committees can use to help assess their effectiveness. This checklist can be used as a standalone exercise to consider effectiveness or in conjunction with other methods of assessment.

## How to use this effectiveness tool

4 This short checklist condenses the core good practice principles of HM Treasury's *Audit and Risk Assurance Committee Handbook*. Committee members and other regular attendees should consider whether the Committee meets the detailed good practice question – “yes” (or adequately for the entity), “no”, or “comment”. As well as providing an opportunity to comment on an issue, the last of these categories could indicate uncertainty, that there is room to enhance practice in this area, or that the practice is not relevant. As an aide memoire, there is also space to note issues and actions identified at the end of each section.

5 Audit and Risk Assurance Committee members and their committee secretaries will, of course, need to ensure that they are familiar with the full requirements of the Handbook, and that they operate in accordance with them.

**David Aldous**  
National Audit Office 2017

# Principle 1

## Membership, independence, objectivity and understanding

“The Audit and Risk Assurance Committee should be independent and objective; in addition each member should have a good understanding of the objectives and priorities of the organisation and of their role as an Audit and Risk Assurance Committee member.”

Question/Checklist	Y/N	Comments
<p>1 Do we have a minimum of three members, all non-executive, at least two of whom, including the ARAC Chair, are non-executive board members?</p>	<p><input type="radio"/> Yes <input type="radio"/> No</p>	<p>Not Applicable to Local Authorities. The Chair is an Independent Member and the remaining membership consists of Elected Members.</p>
<p>2 Do the Accounting Officer, Director of Finance, the Head of Internal Audit and the External Auditor routinely attend ARAC meetings?</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>The Chief Executive who is the Accounting Officer, the Director of Corporate Services, Internal Audit Contractor Manager and NIAO attend all meetings.</p>
<p>3 Are we satisfied with the range, frequency and numbers of executives and other participants attending the ARAC meeting? (Numbers of attendees should be sufficient to deal adequately with the agenda, but not so many as to blur the issues).</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Yes, in addition to 2 above, the Assistant Director of Finance and Audit Services Manager would attend all meetings and Heads of Service and Directors attend by request.</p>
<p>4 Is our relationship and communication with the Departmental ARAC effective (or, in the case of a Departmental ARAC, its relationship and communications with its group ARACs), particularly in support of the Departmental Governance Statement?</p>	<p><input type="radio"/> Yes <input type="radio"/> No</p>	<p>Not Applicable to Local Authorities.</p>
<p>5 Does a representative of our Sponsor Department (or, in the case of a Departmental ARAC, a representative of its ALBs) attend our ARAC, where appropriate?</p>	<p><input type="radio"/> Yes <input type="radio"/> No</p>	<p>Not Applicable to Local Authorities</p>
<p>6 Are conflicts recorded and declared at the start of every meeting, and is appropriate action taken when relevant matters are discussed?</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>Elected Members and the Independent Chair must complete a Register of Interests. Conflicts are recorded and declared at start of every meeting and appropriate action taken when relevant matters are discussed.</p>
<p>7 Do we have a clear understanding of our terms of appointment, including what is expected of us, how our individual performance will be appraised, the duration of our appointment, training required and how this will be provided?</p>	<p><input type="radio"/> Yes <input type="radio"/> No</p>	<p>Not Applicable to Local Authorities. The Independent Chair is externally recruited and is appointed for a term of four years. The Chair's performance is appraised on an annual basis by the Chief Executive and an Elected Member.</p>

### Conclusion

<p>Are we performing effectively in this area?</p>	<p>Yes</p>
<p>Are there any actions we want to take to build our effectiveness?</p>	<p>No</p>



# Principle 2

“The Audit and Risk Assurance Committee should corporately own an appropriate skills mix to allow it to carry out its overall function.”

## Skills

Question/Checklist	Y/N	Comments
<p>8 Are we satisfied that, collectively, we have the range of skills we need to ensure that the Accounting Officer and the Board gain the assurance they need on governance, risk management, the control environment and on the integrity of all elements of the Annual Report and Accounts?</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>The Independent Chair has the range of skills required and is ably supported by the Elected Members on the Committee.</p>
<p>9 Do we possess the wider skills necessary to be fully effective (eg in relation to the core business of the organisation, change management, digital strategy, the wider political landscape and other strategically relevant issues)?</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	
<p>10 Does at least one member have recent and relevant financial experience sufficient to allow them to competently analyse the financial statements and understand good financial management discipline?</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>The Independent Chair is a qualified accountant with relevant financial experience at a senior level.</p>
<p>11 Where we need additional skills are we empowered to co-opt additional members or procure specialist advice?</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	
<p>12 Do we have effective induction and training arrangements for new members and does the ARAC Chair ensure that all members have an appropriate programme of engagement with the organisation to help build sufficient understanding?</p>	<p><input checked="" type="radio"/> Yes <input type="radio"/> No</p>	<p>The Chair ensures that effective training arrangements in place. New Members when appointed receive one to one induction training with the Director of Corporate Services and training is readily available to all members. The Chair was involved in setting the topic areas for the training event arranged for 16th November 2018.</p>

### Conclusion

<p>Are we performing effectively in this area?</p>	<p>Yes</p>
<p>Are there any actions we want to take to build our effectiveness?</p>	<p>- Political Parties to give consideration to appointing Elected Members for a term greater than one year where possible to build up knowledge and skills</p>

# Principle 3 and 4

## The role and scope of the Committee

“The Audit and Risk Assurance Committee should support the Board and the Accounting Officer by reviewing the comprehensiveness and reliability of assurances on governance, risk management, the control environment and the integrity of financial statements and the annual report.”

“The scope of the Audit and Risk Assurance Committee’s work should be defined in its terms of reference and should encompass all the assurance needs of the Board and Accounting Officer. Within this the Audit and Risk Assurance Committee should have particular engagement with the work of Internal Audit, risk management, the External Auditor and financial management and reporting issues.”

Question/Checklist	Y/N	Comments
13 Do we, have a clear understanding of the role and responsibilities of the ARAC?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Audit Committee has an agreed terms of reference which clearly defines its role and responsibilities.
14 Does our work programme cover the assurance needs of the Board and Accounting Officer through a balance of agenda items?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Audit Committee has developed a work programme which is regularly reviewed to ensure it covers the assurance needs of Council. It is tabled at the first meeting of each year.
15 Do we provide insight and strong, constructive challenge to the organisation (including within the Departmental family/group) where required?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Audit Committee is effective in providing insight and constructive challenge.
16 Do we have sufficient understanding of the organisation’s overall control environment, including its governance and any outsourcing arrangements, and review its effectiveness regularly to provide assurance that arrangements are responding to risks within the organisation?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The audit Committee has a good understanding of the Council's overall control environment which is informed by the independent audit work carried out by internal audit and NIAO.
17 Do we use assurance mapping to target the areas of greatest risk in our organisation (including within the Departmental family/group)?	<input type="radio"/> Yes <input checked="" type="radio"/> No	Assurance Mapping is currently not in use.
18 Do we critically review the comprehensiveness and reliability of assurances that we receive from across the organisation?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Audit Committee receives comprehensive risk based internal audit reports per approved Internal Audit Annual Plan. The Committee places strong emphasis on the independent work of internal audit and external audit and where necessary will invite Heads of Services and Directors to attend to update members on implementation of audit recommendations.
19 Are we proactive in commissioning additional assurance work where we have identified a risk or control issue which is not subject to sufficient review?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Members consider the corporate risk register at each meeting and reviews the adequacy and timeliness of mitigating controls and actions in place.

## Principle 3 and 4 *continued*

### The role and scope of the Committee

Question/Checklist	Y/N	Comments
20 Do we draw the Accounting Officer's and the Board's attention to the results of our work on risk?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Corporate Risk Register is a standing item on the Audit Committee's Agenda and the Accounting Officer attends all meetings. The Minutes of the Audit Committee are reported to Full Council.
21 Do we lead on the assessment of the annual Governance Statement for the Accounting Officer and Board, including the provision of advice on its preparation and scope?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Audit Committee leads on the assessment of the annual Governance Statement.
22 Do we give sufficient and timely attention to financial management and reporting issues, including the consideration of key accounting policies, estimates and judgements and the quality of the year-end financial statements?	<input checked="" type="radio"/> Yes <input type="radio"/> No	
23 Do we sufficiently consider and challenge the work of internal audit and external audit?	<input checked="" type="radio"/> Yes <input type="radio"/> No	
24 Do we track all audit recommendations (internal and external, including any arising from the NAO's VFM work) and hold the organisation to account for their implementation?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Standing agenda item reported by the Audit Services Manager. Internal Audit also do a mid year and year end follow up review of their recommendations. NIAO follow up on their Priority 1 recommendations annually.
25 Do we regularly review anti-fraud and corruption arrangements?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Standing agenda item.



# Principle 3 and 4 *continued*

## The role and scope of the Committee

Question/Checklist	Y/N	Comments
26 Do we regularly review the organisation's cyber risk management and consider the appropriateness of the organisation's risk mitigation strategies?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Cyber risk management would be considered as part of the IT corporate risk.
27 Do we regularly review the organisation's response to the <i>Cabinet Office's Counter-Fraud Standards</i> and consider the sufficiency of this response?	<input type="radio"/> Yes <input type="radio"/> No	Not Applicable. Local Authorities comply with the CIPFA Code of Practice on Managing the Risk of Fraud and Corruption.
28 Do we ensure that a senior board member has overall responsibility for whistleblowing arrangements within the organisation?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Director of Corporate Services has overall responsibility for whistleblowing arrangements within Council.
29 Do we regularly review our Terms of Reference to ensure they are consistent with the model Terms of Reference provided in HMT's ARAC Handbook?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Independent Chair provides assurance annually that the Committee's terms of reference covers the scope of the work of the Audit Committee and encompasses all the assurance needs required

### Conclusion

Are we performing effectively in this area?	Yes
Are there any actions we want to take to build our effectiveness?	- Political Parties to give consideration to appointing Elected Members for a term greater than one year where possible to build up knowledge and skills

# Principle 5

## Communication and reporting

“The Audit and Risk Assurance Committee should ensure it has effective communication with all key stakeholders, for example, the Board, the Group Chief Internal Auditor, Head of Internal Audit, the External Auditor, the Risk Manager and other relevant assurance providers.”

Question/Checklist	Y/N	Comments
30 Is our work effectively and promptly reported to the Board and Accounting Officer after each meeting and are these reports copied to the Head of Internal Audit and the External Auditor?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Minutes are reported to Full Council. Internal Audit and External Audit have access to all minutes.
31 Are our relationships and communications sufficiently well developed with those we seek briefings from and those we provide assurance to, including where risks cross organisational boundaries?	<input checked="" type="radio"/> Yes <input type="radio"/> No	Not Applicable to Local Authorities.
32 Do we provide an Annual Report to the Board, timed to support the Governance Statement; is our report open and honest in presenting our views and opinions from the work we have done during the year; and, is its content consistent with good practice?	<input checked="" type="radio"/> Yes <input type="radio"/> No	An Annual Report is prepared by the Independent Chair for Audit Committee approval and is timed to support the Governance Statement.
33 Does the ARAC Chair have regular bilaterals with the key attendees (eg the Accounting Officer, Director of Finance, the Head of Internal Audit and the External Auditor)?	<input checked="" type="radio"/> Yes <input type="radio"/> No	The Independent Chair meets regularly with all the key attendees and Committee members meet bilaterally with Internal Audit and NIAO without officers present.
34 Where appropriate, do we communicate our work across the departmental group?	<input type="radio"/> Yes <input type="radio"/> No	Not Applicable to Local Authorities.

### Conclusion

Are we performing effectively in this area?	Yes
Are there any actions we want to take to build our effectiveness?	<ul style="list-style-type: none"> <li>- To ensure that Internal Audit reports are completed and timely reported to Audit Committee.</li> <li>- Officers to strive to ensure that all papers are provided on a timely basis to Democratic Services so that papers are issued in compliance with standing orders so that Members have sufficient time to review.</li> </ul>

<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>Assessment of Chairman's Performance</b>
<b>Reporting Officer (Including Job Title):</b>	Dorinnia Carville, Director of Corporate Services
<b>Contact Officer (Including Job Title):</b>	Liam Hannaway, Chief Executive

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>x</b>
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<b>1.0</b>	<b>Purpose and Background:</b>
1.1	<p>Councillor Casey and the Chief Executive reviewed the performance of the Chairman using the agreed NAO best practice checklist.</p> <p>On 16 November 2018, the Chief Executive and Director of Corporate Services met with the Chairman to provide him with feedback on his performance arising from the completed assessment and thank him for his services to date.</p>
<b>2.0</b>	<b>Key issues:</b>
2.1	It was agreed that Mr Campbell has demonstrated performance aligned to best practice in carrying out the role of independent Chairman of the Newry, Mourne and Down District Council Audit Committee.
<b>3.0</b>	<b>Recommendations:</b>
3.1	Members are asked to note the contents of this report.
<b>4.0</b>	<b>Resource implications</b>
4.1	None
<b>5.0</b>	<b>Equality and good relations implications</b>
5.1	This report has been equality screened to assess the likely impact on the promotion of equality of opportunity and good relations. No equality impact assessment is required at this time.
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	A rural needs impact assessment is not required at this time.
<b>7.0</b>	<b>Appendices</b>
	None
<b>8.0</b>	<b>Background Documents</b>
	None



<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>Fraud and Whistleblowing</b>
<b>Reporting Officer (Including Job Title):</b>	Gerard Byrne, Audit Services Manager
<b>Contact Officer (Including Job Title):</b>	Gerard Byrne, Audit Services Manager

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>x</b>
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<b>1.0</b>	<b>Purpose and Background:</b>
1.1	<ul style="list-style-type: none"> <li>To Notify the Audit Committee of any suspected Fraud and Whistleblowing cases since the last meeting until the 10 January 2019.</li> <li>To Notify the Audit Committee of any developments from previous Fraud and Whistleblowing Cases since the last meeting until 10 January 2019.</li> </ul>
<b>2.0</b>	<b>Key issues:</b>
2.1	<ul style="list-style-type: none"> <li>There have been five new cases since the last Audit Committee.</li> <li>The 2017/18 NFI exercise has commenced. Council uploaded the required data to Treasury in October 2018. The matches report will be released to Council on the 31 January 2019 and then audit work will commence to investigate high priority matches.</li> </ul>
<b>3.0</b>	<b>Recommendations:</b>
3.1	Fraud and Whistleblowing cases for consideration by the Audit Committee on a quarterly basis.
<b>4.0</b>	<b>Resource implications</b>
4.1	None
<b>5.0</b>	<b>Equality and good relations implications</b>
5.1	This report has been equality screened to assess the likely impact on the promotion of equality of opportunity and good relations. No equality impact assessment is required at this time.
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	A rural needs impact assessment is not required at this time.
<b>7.0</b>	<b>Appendices</b>
	Appendix 1 – Summary Fraud and Whistleblowing register
<b>8.0</b>	<b>Background Documents</b>
	None

### Summary Fraud/Whistleblowing Register – 2018/19 Financial Year

<i>Reference no.</i>	<i>Directorate</i>	<i>Sender / Notifier</i>	<i>Brief Summary</i>	<i>Latest update</i>	<i>Date Audit Services Manager was Informed</i>	<i>Date Audit Committee was informed</i>
F003	SPP	Staff Member from Corporate Services	Allegation that a Council Officer was falsifying documentation and not complying with the Councils Retention and Disposal Policy of information.	Internal Audit brought a procurement lessons learned report to the January 2018 Audit Committee. Case ongoing.	22/02/2017	27/02/2017
WB 16	ERT	Anonymous letter to Councillors	Allegation that the members of the planning department acted favourably to an applicant.	Investigation underway.	20/06/2018	05/08/2018
WB 17	ERT	Member of the Public	Allegations into breaches of policy by planning officers	Investigation underway.	27/08/2018	20/09/2018
FW 18	NS	Anonymous letter to Assistant Director	Conflict of interest has occurred and contracts have been awarded to family/friends.	The allegation was too vague for any meaningful investigation to be completed. No contact details for any further follow up. Case closed.	5/11/2018	15/01/2019
FW 19	NS	Anonymous complaint made to Amenity site Manager	A member of staff at the civic amenity site was taking home items which were left at the amenity site.	The line manager carried out preliminary investigation. Council Staff member denied any wrongdoing and CCTV was broke at the time the in alleged incident was supposed to have occurred. Therefore no evidence of wrongdoing. Issue with site CCTV now rectified. Case closed.	6/11/2018	15/01/2019
FW 20	AHC	Line manager evidenced discrepancies in timesheets	Agency staff worker was claiming hours that were not worked.	Internal investigation complete. Due to the value of the hours over claimed as per the internal investigation, the case and all subsequent evidence has been passed to PSNI on the 17 December 2018. PSNI are now dealing with the case and seeking a recovery of funds. Internal controls have been strengthened as a result. An internal investigation is	20/11/2018	15/01/2019

				commencing week beginning 28 January 2019, to ensure all other timesheets at the subject location are an accurate reflection of hours worked. PSNI investigation ongoing.		
FW 20	NS	External Supplier	A member of Council staff has been allegedly giving work to a relative and this supplier believes that the alleged conflict of interest is preventing him from getting work from NMDDC. Theft of Council property has also been alleged against the same Council employee.	Investigation to commence January 2019.	7/01/2019	15/01/2019
FW 21	CS & ERT	Anonymous letter to Chief Executive	2 separate allegations: 1. Conflict of interest in recruiting a member of staff within the Council. 2. Flawed selection process in recruiting a Head of Service.	Investigation to commence January 2019.	7/01/2019	15/01/2019

<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>Direct Award Contract (DAC) Register</b>
<b>Reporting Officer (Including Job Title):</b>	Gerard Byrne, Audit Services Manager
<b>Contact Officer (Including Job Title):</b>	David Barter, Procurement Manager

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>x</b>
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<b>1.0</b>	<b>Purpose and Background:</b>
1.1	Direct Award Contracts (DAC's) or Single Tender Actions (STA's) occur when any partly or fully funded contract over £5k is awarded to a contractor/supplier without a competition, or where there is a material change to an existing contract.  It is considered best practice to bring Direct Award Contracts to the attention of the Audit Committee.
<b>2.0</b>	<b>Key issues:</b>
2.1	In the third quarter of the 2018-19 financial year, the Council awarded 24 contracts by way of Direct Award. The total value of these contracts was £198,279.
<b>3.0</b>	<b>Recommendations:</b>
3.1	For noting by the Audit Committee.
<b>4.0</b>	<b>Resource implications</b>
4.1	None
<b>5.0</b>	<b>Equality and good relations implications</b>
5.1	This report has been equality screened to assess the likely impact on the promotion of equality of opportunity and good relations. No equality impact assessment is required at this time.
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	A rural needs impact assessment is not required at this time.
<b>7.0</b>	<b>Appendices</b>
	Appendix 1: STA Report – 3rd Quarter 2018/19
<b>8.0</b>	<b>Background Documents</b>
	None

## STA Report - Third Quarter 2018/19

	Date	Product	STA Total Price	Reasoning Provided	Company	Requisitioner	PO Number	PO Total Price	Date of PO	Authoriser
1	26.07.18	Completion of a Strategic Outline Business Case (SOC) for the Newcastle Gateway Project	£10,000.00	NMDDC had to comply with City Deal Conditions. Short timescale involved.	Strategic Investment Board	Amanda Smyth	134213	£10,000.00	13th September 2018	Marie Ward
2	19.09.18	Access NI Checks	£6,000.00	Single Supplier	Access NI	Louise Fitzsimons	134963	£2,500.00	01st October 2018	Dorinnia Carville
3	08.10.18	Merchant Quest	£7,360.50	Unique artistic performance	Big Telly Theatre Co.	Aisleain McGill	135382	£7,360.50	09th October 2018	Marie Ward
4	09.10.18	City of Merchants Street Carnival	£5,735.00	Unique artistic performance	Premiere Circus	Aisleain McGill	135398	£5,735.00	09th October 2018	Marie Ward
5	09.10.18	Provision of Tall Ships	£11,500.00	4 tall ships to be made available for on board visitors. Suppliers limited	Silvery Light Sailing	Aisleain McGill	135399	£11,500.00	09th October 2018	Marie Ward
6	09.10.18	Two Theatrical experiences- City of Merchants	£12,300.00	Horse and trap tour and Bagnals castle tour - artistic performance	C21 Theatre Company	Aisleain McGill	135401	£12,300.00	09th October 2018	Marie Ward
7	28.09.18	CIS Core & Building Support Online Subscription	£8,103.38	Single supplier - building controls standards.	HIS Global Ltd	Eddie Newell	135411	£8,103.38	09th October 2018	Marie Ward
8	15.10.18	Service Parts for Danfo Public Toilets	£12,795.00	Single supplier for the maintenance of equipment which Council already have.	Danfo (UK) Limited	Kevin Scullion	135640	£12,795.00	15th October 2018	Roland Moore
9	02.11.18	Maintenance and Support of Internal ESRI Software	£5,677.00	Single supplier for GIS software which Council already utilise.	ESRI Ireland	Gavin Ringland	135327	£5,677.00	06th November 2018	Liam Hannaway
10	05.11.18	Newry River Maritime Marker Buoys	£5,235.80	Council have a long term licence agreement with CLC to inspect and maintain Newry River Marker Buoys. CLC purchased the lights and then re charged the Council as per licence agreement.	Carlingford Lough Commission	Seamus Crossey	137101	£5,235.80	13th November 2018	Jonathan McGilly
11	08.11.18	Installation of New Fire Box to Biomass Boiler - Greenbank	£16,000 - £18,000	Health and Safety concern, company used were the NI agent for the equipment required.	R & S Biomass Equipment Ltd	Kevin Scullion	136969	£17,000.00	09th November 2018	Roland Moore
12	09.11.18	Maintenance and Condition Survey of Existing CCTV Camera Stock	£8,365.00	SMT have agreed this way forward in relation to CCTV until a full tender exercise is completed.	VIS Security Solutions Ltd (20-25K Mutiple orders)	Gail Kane	137094	£8,365.00	13th November 2018	Roland Moore
13	13.11.18	Unplanned Repair of Faults & Breakdowns CCTV Cameras & Equipment	£20,000 - £25,000	SMT have agreed this way forward in relation to CCTV until a full tender exercise is completed.	VIS Security Solutions Ltd	Gail Kane	See below:	£10,110.00	13th November 2018	Roland Moore

14	13.11.18	Replacement of CCTV Camera in Newcastle	£6,435.00	SMT have agreed this way forward in relation to CCTV until a full tender exercise is completed.	VIS Security Solutions Ltd	Gail Kane	137093	£6,435.00	13th November 2018	Roland Moore
15	26.11.18	Furniture for Downshire Civic Centre	£7,234.16	Quotations were sought, however this should have been procured through a Request for Quotation procurement.	Joseph Flanigan & Son Ltd	Olga Kittle	137997	£7,234.16	30th November 2018	Gail Kane
16	28.11.18	Sysco Sun Systems	£37,671.42	Single Supplier	Sysco (NI) Ltd	Gavin Ringland	138156	£37,671.42	05th December 2018	Dorinnia Carville
17	14.12.18	Streetwise Circus Performance for St Patricks Day Parade 2019	£7,120.00	Unique artistic performance	Streetwise Performance Ltd	Laura O'Neill	138627	£7,120.00	14th December 2018	Marie Ward
18	14.12.18	Inishowen Carnival Group for St Patrick's Day Parade 2019	£10,300.00	Unique artistic performance	Inishowen Carnival Group	Laura O'Neill	138640	£10,300.00	14th December 2018	Marie Ward
19	14.12.18	Francis Morgan for St Patrick's Day Parade 2019	£9,392.00	Unique artistic performance	Francis Morgan	Laura O'Neill	138641	£9,392.00	14th December 2018	Marie Ward
20	14.12.18	Beam Creative Network for St Patrick's Day Parade 2019	£6,302.40	Unique artistic performance	Beam Creative Network	Laura O'Neill	138642	£6,302.40	14th December 2018	Marie Ward
21	28.11.18	Gold Sponsorship - Belfast Welcome Centre /Visit Belfast	£6,000.00	This is advertising space targeted at bringing tourism to NMDDC. Not a bought for service.	Belfast Welcome Centre/Visit Belfast	Mark Mohan	138740	£6,000.00	19th December 2018	Marie Ward
22	03.12.18	Expert Report - Lifting Equipment	£7,000.00	Expert required for a H&S investigation. Suppliers not widely available and this supplier was recommended by HSENI.	Craig Hook Consulting Ltd	Eoin Devlin	138752	£7,000.00	19th December 2018	Dorinnia Carville
23	20.12.18	Beam Creative Network for St Patrick's Day Parade 2019	£6,302.40	Unique artistic performance	Beam Creative Network	Laura O'Neill	138831	£6,302.40	20th December 2018	Marie Ward
24	20.12.18	Streetwise Circus Performance for St Patricks Day Parade 2019	£12,950.00	Unique artistic performance	Streetwise Performance Ltd	Laura O'Neill	138850	£12,950.00	20th December 2018	Marie Ward

<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>Update on Procurement</b>
<b>Reporting Officer (Including Job Title):</b>	Gerard Byrne, Audit Services Manager
<b>Contact Officer (Including Job Title):</b>	Ken Montgomery, Assistant Director of Finance

<b>Decisions required:</b>	
Confirm how this Report should be treated by placing an x in either:-	
<input type="checkbox"/> <b>For decision</b>	<input type="checkbox"/> <b>For noting only</b> <input checked="" type="checkbox"/>
<b>1.0</b>	<b>Purpose and Background:</b>
1.1	At the Audit Committee meeting of 29 June April 2017 it was agreed that procurement would be standing agenda item.
<b>2.0</b>	<b>Key issues:</b>
2.1	<p>Work has been on-going over the last number of months to help strengthen the Councils controls in relation to procurement, and to put forward an action plan to implement ASM's recommendations.</p> <p>The NMDDC Procurement Policy and Procedures was approved by the SP&amp;R committee on the 14 December 2017 and subsequently ratified by Council on the 8 January 2018. The Policy was updated in August 2018.</p> <p>ASM completed stage one of their procurement internal audit that focused on the robustness of the new Procurement Policy and the adequacy of the supporting documentation needed to effectively procure goods and services at the Council in April 2018. The revised policy and suite of documents received a satisfactory assurance.</p> <p>ASM have now completed two of the procurement Internal Audit. This review focused on the Council's compliance with the Procurement Policy and reviewed both high and low value contract awards as well as the use of Purchase Orders. This also received a satisfactory assurance rating and demonstrates that progress is being made. A number of recommendations were raised by ASM, which will be actioned as soon as possible.</p> <p>A new procurement training schedule has been created. Due to feedback from the previous sessions, the upcoming sessions will be more specific and target particular users. There are going to be five separate sessions including:</p> <ol style="list-style-type: none"> <li>1. Overview of the Procurement Policy;</li> <li>2. Use of e-Hub and creating Purchase Orders;</li> <li>3. How to obtain VFM for orders with a value of less than £5k;</li> <li>4. RFQ process (£5k - £30k) – Business Case and Specification;</li> <li>5. ITT Process (£30k +) – Business Case and Specification; and</li> </ol>

	Training will commence at the beginning of February 2019. See Appendix 1 for the detailed training schedule.
<b>3.0</b>	<b>Recommendations:</b>
3.1	Audit Committee members to note progress being made from last committee.
<b>4.0</b>	<b>Resource implications:</b>
4.1	A number of the actions contain significant resource implications in officer time.
<b>5.0</b>	<b>Equality and good relations implications:</b>
5.1	This report has been equality screened to assess the likely impact on the promotion of equality of opportunity and good relations. No equality impact assessment is required at this time.
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	A rural needs impact assessment is not required at this time.
<b>7.0</b>	<b>Appendices</b>
7.1	Appendix 1 – Procurement training schedule
<b>8.0</b>	<b>Background Documents</b>
8.1	None



<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>Update on Audit Recommendations</b>
<b>Reporting Officer (Including Job Title):</b>	Gerard Byrne, Audit Services Manager
<b>Contact Officer (Including Job Title):</b>	Gerard Byrne, Audit Services Manager

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>x</b>
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**1.0 Purpose and Background:**

1.1 At the Audit Committee meeting of 27 April 2017, it was agreed that the Audit Committee would concentrate on monitoring internal audit recommendations which have been made since NMDDC has formed. Therefore the detail below relates to recommendations realised in the 2015-16 and the 2016-17 financial years.

At the Audit Committee on the 26 September 2017, it was agreed that the Audit Committee would also review an update on NIAO recommendations.

**2.0 Key issues:**

2.1 The table below demonstrates a breakdown of the 2015/16 Audit Recommendations by priority rating and their status. This was tabled at the April 2017 Audit Committee.

**April 2017**

	Fully Implemented	Partially implemented	Not implemented	N/A	Unable to test	Not yet due for implementation	Total
Priority 1	3	3	1	1	2	1	11
Priority 2	15	5	0	1	0	0	21
Priority 3	8	1	1	0	0	0	10
Total	26	9	2	2	2	1	42

The table below demonstrates the progress made to January 2019.

**January 2019**

	Fully Implemented	Partially implemented	Not implemented	N/A	Not yet due for implementation	Total
Priority 1	5	3	0	3	0	11
Priority 2	20	0	0	1	0	21
Priority 3	9	0	0	1	0	10
Total	34	3	0	5	0	42

The table below demonstrates a breakdown of the 2016/17 Audit Recommendations by priority rating and their status. This was tabled at the April 2018 Audit Committee.

***April 2018***

	Fully Implemented	Partially implemented	Not implemented	Superseded	No longer Accepted	Total
Priority 1	0	1	0	0	0	1
Priority 2	6	14	7	0	0	27
Priority 3	20	7	4	1	3	35
Total	26	22	11	1	3	63

The table below demonstrates the progress made to January 2019.

***January 2019***

	Fully Implemented	Partially implemented	Not implemented	Superseded	No longer accepted	Total
Priority 1	0	1	0	0	0	1
Priority 2	10	10	4	1	0	25
Priority 3	20	9	4	1	3	37
Total	30	20	8	2	3	63

There is still a large number of 2016/17 recommendations outstanding. The Audit Services manager will be making SMT and CMT aware of the outstanding recommendations and will be carrying out a detailed follow up in March 2019 to ensure progress has been made prior to the April 2019 Audit Committee.

**NIAO Recommendations**

***2016/17***

	Fully Implemented	Partially implemented	Not implemented	N/A	Not yet due for implementation	Total
Priority 1	1	1				2
Priority 2	2	2				4
Total	3	3	0	0	0	6

ASM have begun their follow up of 2017-18 Internal Audit recommendations and the findings will be brought back to the April 2019 Audit Committee.

**3.0**

**Recommendations:**

3.1

Audit Committee members to note column headed 'Status at January 2019' as an indication of progress being made and actions being taken to address recommendations as noted by management.

**4.0**

**Resource implications**

4.1

A number of the recommendations contain significant resource implications, both officer time and, in some cases capital cost.

<b>5.0</b>	<b>Equality and good relations implications</b>
5.1	This report has been equality screened to assess the likely impact on the promotion of equality of opportunity and good relations. No equality impact assessment is required at this time.
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	A rural needs impact assessment is not required at this time.
<b>7.0</b>	<b>Appendices</b>
	Appendix 1: 2015/16 Follow up tracker Appendix 2: 2016/17 Follow up tracker Appendix 3: NIAO recommendations
<b>8.0</b>	<b>Background Documents</b>
	None

ASM REF	Recommendation	Priority	Management Comment	Status	Responsibility	Timeframe	At April 2018	At January 2019
<b>Cash Handling Policy - May 2017</b>								
A5	We recommend that a Council wide policy in respect of expected cash handling processes be developed and implemented across each site. In the interim period, we recommend that those local procedures developed in relation to Newry Sports Centre be disseminated to staff at the site and in relation to Ballynahinch Community Centre be updated and circulated to staff at the site. we recommend that the Council review the petty cash procedures, dated February 2015, to ensure they continue to be appropriate and issue these to each of the cash generating sites as soon as possible. we recommend that the Council ensures that adequate insurance cover is in place for cash held at all cash generating sites including specifically Newry Leisure Centre, Newcastle Leisure Centre and Ballynahinch Community Centre.	2	New Council wide policy will be drafted and implemented at all sites. Local procedures at Newry Sports centre will be communicated to staff and current procedures at Ballynahinch will be updated.	Accepted	Ken Montgomery	Oct-17	Partially implemented Our review identified that while a Cash Handling Policy has been developed in December 2017, at the time of our review this policy had only been issued to staff at four sites.	Partially implemented
A7		3	The petty cash procedures document will be updated and issued to each Council outstation.	Accepted	Ken Montgomery	Oct-17	Partially implemented Our review identified that new guidance on Petty Cash is now included in the new Cash Handling Policy but that at the time of our review this policy had only been issued to staff at four sites.	Partially implemented
C4		3	Finance will clarify the insurance cover that is in place for each outstation that holds cash and that the cover is satisfactory.	Accepted	Ken Montgomery	Oct-17	Not implemented Our review identified that the Council's insurance policy does not specify cover for cash held at Newry Leisure Centre, Newcastle Leisure Centre or Ballynahinch Community Centre.	not implemented
D3	We recommend that management review the current arrangements at St. Colman's College to determine if more robust segregation of duties can be implemented.	3	Recommendation A5 involves the roll out of a Council wide cash handling procedure. Once implemented this recommendation will be achieved.	Accepted	Ken Montgomery	Oct-17	Not implemented Our review identified that the Cash Handling Policy sets out procedures for the segregation of duties but that the policy has not yet been issued to the St Colman's College site.	not implemented
E7	We recommend that the till in Ballynahinch Community Centre is cashed up and reconciled at the end of each shift.	3	Recommendation A5 involves the roll out of a Council wide cash handling procedure. Once implemented this recommendation will be achieved.	Accepted	Ken Montgomery	Oct-17	Partially implemented We selected a sample of 3 "cash up" sheets and identified that in each instance the till was reconciled at the end of the day (rather than the end of each shift). Furthermore, our review identified that the Cash Handling Policy, updated in December 2107, does not make reference to end of shift reconciliation procedures. We consider that the Cash Handling Policy could be further strengthened to include these end of shift procedures, which will be a more robust control where two or more Officers are involved in operating one till.	Partially implemented
<b>Building Control - October 2016</b>								
A3	We recommend that the Council reviews the need for payments for building control applications received in Downpatrick having to go to the Administration Department.	3	Shall refer this recommendation to Administration and Finance for consideration and response.	Accepted	Ken Montgomery	Apr-17	Not implemented Our review identified that there is a Council wide reorganisation planned during 1 April 2018. It is expected that this will negate the need for payments for building control applications being received in Downpatrick having to go to the Administration Department.	not implemented

A4	We recommend that in the absence of a software solution, the Council reviews the time lines by which the Council's Finance Department notifies the Building Control Department of the clearance of payments and consider the impact of this on the Council's performance target.	3	This recommendation has already been identified and considered as part of the Council's IT Strategy.	Accepted	IT and Finance Manager	Nov-18	Partially implemented Our review identified that the Council are still pursuing a software solution for the processing of Building Control applications and that this has been included in the Council's IT Strategy.	partially implemented
B3	We recommend that the Council establishes documented procedures to support the processing and enforcement of licences across the Council for: entertainment, amusement, marriage and petroleum licences.	2	Written procedure to be developed when the new Licensing function is established.	Accepted	Fintan Quinn	Jun-17	Partially implemented Our review identified that, currently, formal procedures have not yet been finalised, but procedures supporting the processing of all licences are expected to effective from September 2018.	partially implemented
B5	We recommend that the Council reviews the current organisational structures responsible for licensing and consider the need to establish and staff a dedicated licensing unit.	3	Process has commenced and should be complete within 1 year.	Accepted	Collie Jackson	Oct-17	Partially implemented Our review identified that a dedicated licensing unit to operate in the Council has been approved by the Senior Management Team. However, at the time of reporting, a dedicated team has not yet been established and licensing is currently processed independently at both sites.	partially implemented

## Fleet Management - January 2017

A3	We recommend that the Council establish a suitable process to identify when safety inspections are required to be completed on each vehicle and ensure that this process is	1	Review to take place to review suitability of existing recording system and schedules and to implement a standardised approach across Council.	Accepted	head of fleet	Jan-17	Partially implemented Our review identified that the Council have undertaken to standardise procedures in relation to identifying when safety inspections are done across the two legacy sites, with the development and maintenance of an appropriate spreadsheet by the Council's Fleet Managers. However, our review identified that the Downpatrick site staff are reluctant to move away from the use of the "whiteboard" system and that there is also considered to be an IT skills shortage at that site preventing staff from using the spreadsheet model. The Council's Head of Fleet will keep the impact of this under review.	Partially implemented
C5	We recommend that the Council considers and standardises its approach to reporting back to drivers in respect of reported driver hour infringements. We consider that repeat offenders should be monitored to ensure that the driver's and the public's health and safety is not compromised.	2	Review of best practice to implement new standardised "Driver Defect" reporting procedures and controls across the Council.	Accepted	head of fleet	May-17	Not implemented Our discussions with the Head of Fleet confirmed that, until the Council's Fleet Policy is approved and implemented, work on implementing a standardised practice across the Council has not been possible. Our review identified that an independent review of Fleet Management, by the Vehicle and Operator Service Agency ("VOSA") in November 2017, also identified a need for the Council to "put a driver's hours policy in place that covers all aspects of tachograph use, EU and domestic regulations".	not implemented

C7	We recommend that in respect of the Driver's Handbook, the Council could provide clarity to drivers: a) in respect of the expectations of what is to be completed as part of the vehicle checking review; and b) in respect of the definitions of what is considered a low/medium/high risk fault.	a) review of procedures as per B5 above; and b) definitions to be clarified within the Driver's Handbook.	Accepted	head of fleet	dec 17 / may 17	Not implemented Our review identified that the Driver's Handbook has not yet been updated. However, it is noted that this is now considered a priority in order to comply with recommendations also arising in the VOSA audit. Our review identified that the low/medium/high risk ratings are to be removed from the handbook as these are considered to be too subjective. A revised priority system is expected to be established.	not implemented
C8	We recommend that the Council consider the need to provide training on the expectations of drivers in respect of their responsibilities as set out in the Driver's Handbook.	Planned to be covered by future CPC training and ongoing "Tool-Box" talks.	Accepted	Head of Fleet	Aug-17	Not implemented Our review identified that training on the expectations of drivers in respect of their responsibilities as set out in the Driver's Handbook has not yet been provided.	not implemented
C3	Copies of the Fleet Management Policy, Strategy and Driver's Handbook to be made available on the Council's intranet site and an e-mail sent out to all staff to notify them of these documents with a direct link to relevant site.	3 Legacy Capita Report	Accepted	Head of Fleet	n/a	Partially implemented Our review identified that, while the Council's Intranet site is now operational, no fleet management documents have been uploaded to it. All drivers do however have access to the required documentation.	Partially implemented
C4	The Council should consider investment in computer based IT systems that will enhance security of Fleet data, eliminate multiple duplication demands which exist in current manual systems and provide real-time management cost information that will allow Management to make strategic investment plans and decisions to ensure the effectiveness of the fleet. The consideration of the Vehicle Telemetry system may result in the required data enhancement in this area.	2 Legacy Capita Report	Accepted	Head of Fleet	n/a	Partially implemented Our review identified that, while a business case for a new Fleet Management IT system has been prepared, it has not yet been approved. We note that the need for investment in a Fleet Management IT system forms part of the Council's IT Strategy.	Partially implemented
C6	The Health and Safety Policy should be updated to refer specifically to Fleet Management Issues.	2 Legacy Capita Report	Accepted	Head of Fleet	n/a	Not implemented Our review identified that the Council's most up to date Health and Safety Policy continues to be that which was approved in February 2015, which does not specifically refer to fleet management issues.	not implemented



C10	<p>Internal audit recommends that an additional central record of vehicle defects should be maintained to record details including registration, defect, Drivers daily Report Form numbers, date left in and date returned (i.e. the Council currently maintains an excel document which records the vehicles, the dates of the most recent and next schedule vehicle inspections, and the most recent and next scheduled service date). This could be maintained on an excel sheet or word document and should be a shared document accessible to all supervisors. This would assist in the tracking of all vehicles currently being repaired and assist with planning. A fleet management system should be considered, this will reduce the man hours spent on administrative work and avoid the dependencies on spreadsheets that can lead to errors.</p>	2 Legacy Capita Report	Accepted	Head of Fleet	n/a	Not implemented Our review identified that the maintenance of such records is considered to be resource intensive. However, the actions arising from this recommendation continue to be considered as part of the proposed Fleet Management System (currently at business case stage).	not implemented
C16	<p>A telemetry [tracking system] should be introduced in to all fleet, this will monitor staff driving, fuel inefficiencies, staff breaks, routes taken by drivers, the weight and speed of the vehicles. Monitoring of fleet vehicles will reduce inefficiencies and ensure that drivers are acting in accordance with the Councils procedures and policies.</p>	2 Legacy Capita Report	Accepted	Head of Fleet	n/a	Partially implemented Our review identified that introduction of telemetry systems to all of the Council's fleet is being considered as part of the proposed Fleet Management System (which is at Business Case stage).	Partially implemented
Trade Waste Management - October 2016							
A5	<p>We recommend that the Council develops a project plan to support the rationalisation of the Council's trade waste management service. We consider that the key elements of this project plan could include: a) key functions to change; b) clear timescales for action; and c) details of responsible officers.</p>	<p>As agreed at the Strategic Waste Working Group meeting on 23 August 2016, a detailed report, including options, alternatives, costs, benefits and operational considerations, in relation to dramatically changing the refuse collection service across the new district, in order to meet our 2020 landfill diversion and recycling targets is to be presented to the R&amp;TS Committee for consideration, early in the new year. This report will include recommendations for rationalising the Trade Waste collection service.</p>	Accepted	Joe Parkes	01-Apr-17	Partially implemented Our review identified that while a project plan to support the rationalisation of the Council's trade waste management service has been drafted for agreement by the responsible officers, we note that no agreement on those actions was undertaken at that time and no progress has been made on these at the time of writing. Our review identified that a revised project plan is expected to be formalised by June 2018.	Partially implemented

A6	We recommend that the Council develops a formal procedural guidance document to support the administration of the Council's trade waste management service. We consider that once approved, this procedure should be issued to all relevant staff.	Will be addressed as part of above 2 mentioned work.	Accepted	Joe Parkes	01-Apr-17	Partially implemented Our review identified that work on the development of a formal procedural guidance document to support the administration of the Council's trade waste management service has commenced. We identified that the Council's Strategic Waste Working Group have met to discuss, and agree on, standardised procedures for the whole Council, but that a formal procedures manual has not yet been finalised.	Partially implemented
A7	We recommend that the frequency of trade waste collections be consistent across all of the Council.	Will be addressed as part of above 3 mentioned work.	Accepted	Joe Parkes	01-Apr-17	Partially implemented Our review identified that while a consistent frequency of trade waste collections across the Council has been agreed, at the time of our review this has not yet been implemented. We note that this decision is documented in the Council's Waste Management Strategy and that the timeframe for full implementation is now expected to be September 2018.	Partially implemented
A8	We recommend that the Council reviews the rates currently applicable to both charities and caravan parks to ensure that they remain appropriate and to make these charges consistent across the Council.	Will be addressed as part of above 3 mentioned work.	Accepted	Joe Parkes	01-Apr-17	Partially implemented Our review identified that the rates being charged to charities are now consistent across the Council and that these are supported by written guidelines. Our review further identified that the rates being charged to caravan parks have not yet been standardised across the Council. However, it is noted that after seeking legal advice, following a change in legislation regarding the collection and disposal costs at caravan parks, this standardised costing regime is expected to be implemented in Quarter 1, 2018/19.	Partially implemented
A9	We recommend that the Council considers the need to implement the use of collection stickers across all of the Council.	Will be addressed as part of above 3 mentioned work.	Accepted	Joe Parkes	01-Apr-17	Partially implemented Our review identified that, while the use of collection stickers across all of the Council has been agreed, but at the time of our review they have not yet been implemented for trade waste operations from the Down site.	Partially implemented
B6	We recommend that management considers the costs and benefits to the Council of centrally managing the financial aspects of trade waste management through the Council's Finance department. As a result of any decision taken, we consider that management should clarify the expected duties of administrative officers with respect to trade waste management.	Completed financial aspects of trade waste will be handled by the Finance Department. Given the changes agreed as a result of the audit outcomes, the admin role in relation to Trade Waste will be reviewed, clarified and new processes/procedures will be introduced.	Accepted	Joe Parkes / Ken Montgomery	01-Apr-17	Partially implemented Our review identified that a decision has been taken to manage the financial aspects of trade waste management centrally through the Council's Finance Department. However, we note that a small number of tasks are still being carried out by the local offices. Our review further identified that a Council wide reorganisation programme is expected to be completed in the 2018/19 year and that it is expected that the duties of administrative officers, with respect to trade waste management, will be clarified as part of this exercise.	Partially implemented



B7	<p>We recommend that the Council reconsiders the need to manually record income received outside of the Sun Finance System (i.e. in Kalamazoo or Excel ledgers) and records the receipt of income directly to the Sun Finance System at the time of receipt.</p>	<p>All income received will be receipted directly into the SUN financial system.</p>	<p>Accepted</p>	<p>Ken Montgomery</p>	<p>31-Dec-16</p>	<p>Partially implemented Our review identified that the Council continue to manually record some income received outside of the Sun Finance System, as omitting this process is not considered practicable. The Council has provided guidance to all customers to encourage direct debit payments or electronic payment options as the preferred payment source. We further identified that a review of the need to manually record income received outside of the Sun Finance System is ongoing, with the intention of electronically recording all receipts forming part of the Council's IT Strategy.</p>	<p>Partially implemented</p>
B8	<p>We recommend that the Council reviews the available payment options for trade waste customers and to consider the need to accept cash for trade waste services at the trade waste sites only.</p>	<p>All customers will be required to pay by direct debit, with cash and cheque payments to cease upon new pricing period.</p>	<p>Accepted</p>	<p>Joe Parkes</p>	<p>01-Apr-17</p>	<p>Partially implemented Our review identified that the Council have reviewed the available payment options and are now directing customers to pay for trade waste services by direct debit only. However, it is noted that some cash and cheque payments are still being accepted and further time will be needed to eliminate cash from the process.</p>	<p>Partially implemented</p>

<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	<b>Prompt Payment Statistics</b>
<b>Reporting Officer (Including Job Title):</b>	Ken Montgomery, Assistant Director of Finance
<b>Contact Officer (Including Job Title):</b>	Ken Montgomery, Assistant Director of Finance

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>x</b>
---------------------	------------------------	----------

<b>1.0</b>	<b>Purpose and Background:</b>																									
1.1	<p>'Prompt payment' is the payment of valid supplier invoices within 10 working days by public bodies, as set in government targets.</p> <p>This dataset contains:</p> <ul style="list-style-type: none"> <li>• total amount paid by each Northern Ireland council to suppliers</li> <li>• total number of invoices</li> <li>• number of invoices paid within 10 working days</li> <li>• number of invoices paid within 30 calendar days</li> <li>• number of invoices paid outside 30 calendar days</li> </ul> <p>The Stormont Executive's Prompt Payment Policy recommends that government departments should, "aim to pay 90% of valid invoices within 10 working days", with councils encouraged to match that.</p> <p>Adherence to the policy is not mandatory for councils, but in a letter issued to council chief executives in October 2013, the Department of Environment's Local Government Policy Division said that: "District councils are encouraged to pay suppliers as promptly as possible and to endeavour to meet the 10 day prompt payment commitment made by Northern Ireland Executive in response to the current economic position".</p>																									
<b>2.0</b>	<b>Key issues:</b>																									
2.1	<p>Please find below statistics for quarters two and three of the 2018/19 financial year.</p> <p><b>1 July 2018 to 30 September 2018</b></p> <table border="1"> <thead> <tr> <th></th> <th>Paid within 10 Days</th> <th>Paid within 30 Days</th> <th>Paid outside payment period</th> <th>Total Invoices</th> </tr> </thead> <tbody> <tr> <td>Number of Invoices</td> <td>513</td> <td>5,243</td> <td>673</td> <td>5,916</td> </tr> <tr> <td>Percentage</td> <td>8%</td> <td>89%</td> <td>11%</td> <td>100%</td> </tr> <tr> <td>Value</td> <td>£1,029,234</td> <td>£11,222,045</td> <td>£2,348,903</td> <td>£13,570,948</td> </tr> <tr> <td colspan="5">Average number of days to pay suppliers – 22</td> </tr> </tbody> </table>		Paid within 10 Days	Paid within 30 Days	Paid outside payment period	Total Invoices	Number of Invoices	513	5,243	673	5,916	Percentage	8%	89%	11%	100%	Value	£1,029,234	£11,222,045	£2,348,903	£13,570,948	Average number of days to pay suppliers – 22				
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Average number of days to pay suppliers – 22																										

<b><i>1 October 2018 to 31 December 2018</i></b>				
	Paid within 10 Days	Paid within 30 Days	Paid outside payment period	Total Invoices
Number of Invoices	531	5,291	509	5,800
Percentage	9%	91%	9%	100%
Value	£2,901,014	£15,884,612	£1,218,767	£17,103,379
Average number of days to pay suppliers – 19				
<b>3.0</b>	<b>Recommendations:</b>			
3.1	For noting by the Audit Committee			
<b>4.0</b>	<b>Resource implications</b>			
4.1	None			
<b>5.0</b>	<b>Equality and good relations implications</b>			
5.1	This report has been equality screened to assess the likely impact on the promotion of equality of opportunity and good relations. No equality impact assessment is required at this time.			
<b>6.0</b>	<b>Rural Proofing implications</b>			
6.1	A rural needs impact assessment is not required at this time.			
<b>7.0</b>	<b>Appendices</b>			
7.1	None			
<b>8.0</b>	<b>Background Documents</b>			
8.1	None			

## Overall approach and timetable to develop and publish the Performance Improvement Plan 2019-20

<b>1</b>	<b>Development of the Performance Improvement Plan 2019-20</b>	<b>Timetable</b>
1.1	Review baseline evidence to support the development of the Performance Improvement Plan, including a review of existing performance management arrangements across the organisation	Nov 2018
1.2	Develop and update the performance improvement objectives, supporting actions and measures of success, ensuring alignment to the seven criteria outlined in the legislation, as well as the Community Plan, Corporate Plan and other key strategies. Update and strengthen the Project Development Plans which underpin each objective.	Nov 2018
1.3	Consider and agree the: <ul style="list-style-type: none"> <li>• Draft performance improvement objectives 2019-20, supporting actions, measures of success and Objective Delivery Plans</li> <li>• Overall approach and timetable for developing and publishing the Performance Improvement Plan 2018-19 and complying with the statutory Duty to Improve</li> </ul>	SMT: 4 Dec 2018 CMT: Jan 2019 SPR: 13 Dec 2018 Council: 7 Jan 2019 AC: 15 Jan 2019
1.4	Carry out an equality screening and rural needs impact assessment of the draft performance improvement objectives 2019-20	Nov 2018
<b>2</b>	<b>Consultation on the draft Performance Improvement Objectives 2019-20</b>	<b>Timetable</b>
2.1	The proposed 10 week consultation timetable with key stakeholders will consist of the following elements:	
2.2	Electronic survey published on the Council website and social media channels, and circulated to internal and external stakeholders	14 Jan-5 Apr 2019
2.3	Hard copies of the survey made available at public receptions across the Council, including Monaghan Row, Greenbank, Downshire Civic Centre, Ethnic Minority Support Centre, Leisure Centres and Museums	14 Jan-5 Apr 2019
2.4	Public Advertisements in local newspapers	Jan-Mar 2019
2.5	Consultation and engagement on the draft performance improvement objectives 2017-18 with: <ul style="list-style-type: none"> <li>• Section 75 groups, including Youth Councils, Older People's Forum and Good Relations Fora</li> <li>• Seven DEA Fora</li> <li>• Community Planning Thematic Delivery Groups and Stakeholder Forum</li> </ul>	Jan-Mar 2019
2.6	Analyse feedback from consultation and engagement activity, and propose amendments to the performance improvement objectives, supporting actions and measures of success where appropriate	Apr 2019
<b>3</b>	<b>Design, approval and publication of the Performance Improvement Plan 2019-20</b>	<b>Timetable</b>
3.1	Finalise the Performance Improvement Plan 2019-20	Apr 2018
3.2	Carry out an equality screening and rural needs impact assessment of the Performance Improvement Plan 2019-20	Apr 2018



## Overall approach and timetable to develop and publish the Performance Improvement Plan 2019-20

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3.3	Consider the Performance Improvement Plan 2019-20, with proposed amendments following the consultation process	SMT: May/June 2019 SPR: May/June 2019 (including request to publish the Performance Improvement Plan by 30 June 2019) Council: June/July 2019 AC: June 2019
3.4	Publish the Performance Improvement Plan on the Council's website and social media channels	June 2019 (before statutory deadline of 30 June)
3.5	Develop, translate into Irish (in line with Bilingualism Policy) and publish the summary performance document – 'Our Performance: Looking Back, Going Forward'	June 2019
3.6	Circulate electronic copies of the Performance Improvement Plan 2019-20 and summary document to consultees and key stakeholders	June/July 2019
<b>4</b>	<b>Implementation of the Performance Improvement Plans (2018-19 / 2019-20)</b>	<b>Timetable</b>
4.1	Report progress in implementing the Performance Improvement Plan 2018-19 through the annual Assessment of Performance, in line with statutory requirements	SMT: Sep 2019 SPR: Sep 2019 Council: Oct 2019 AC: Sep 2019
4.2	Monitor and report progress in implementing the Performance Improvement Plan 2019-20 through the Mid Year Progress Report	SMT: Nov 2019 SPR: Nov 2019 Council: Dec 2019 AC: Jan 2020
<b>5</b>	<b>Improvement Audit and Assessment 2019-20</b>	<b>Timetable</b>
5.1	NI Audit Office carry out the annual Improvement Audit and Assessment to ascertain if the Council has fulfilled its statutory duty of performance improvement. This will include: <ul style="list-style-type: none"> <li>A forward looking assessment of the Councils likelihood to comply with its duty to make arrangements to</li> </ul>	Jul-Oct 2019

## Overall approach and timetable to develop and publish the Performance Improvement Plan 2019-20

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	<p>secure continuous improvement</p> <ul style="list-style-type: none"> <li>• A retrospective assessment of whether the Council has achieved its planned improvements to inform a view regarding the Council's track record of improvement</li> </ul>	
5.2	The NI Audit Office issue the S95 report, outlining the findings from the Improvement Audit and Assessment, which includes proposals for improvement to assist the Council in fulfilling its performance responsibilities in future years	<p>Final report: 30 Nov 2019</p> <p>Publication of report: Feb 2020</p>
5.3	Consider the s95 Improvement Audit and Assessment Report	<p>SMT: Dec 2019</p> <p>SPR: Dec 2019</p> <p>Council: Jan 2020</p> <p>AC: Jan 2020</p>

# Consultation

## Draft Performance Improvement Objectives

2019-20



## Our Duty of Improvement

Part 12 of The Local Government Act (NI) 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions.

The Council is required to set improvement objectives for the services it provides on an annual basis, and to have in place arrangements to achieve these objectives. Each performance improvement objective must bring about improvement in at least one of the following aspects of performance:

- Strategic effectiveness
- Service quality
- Service availability
- Fairness
- Sustainability
- Efficiency
- Innovation

Improvement for Councils should focus on enhancing the sustainable quality of life for ratepayers and local communities, and each objective should be clearly linked to the community planning outcomes for the District.

The draft performance improvement objectives 2019-20 for Newry, Mourne and Down District Council are aligned to the following regional and local plans which influence the overall direction of travel of the organisation, and have been developed based on extensive consultation with key stakeholders:

- Draft Programme for Government Framework
- Newry, Mourne and Down Community Plan
- Newry, Mourne and Down District Council Corporate Plan
- Thematic Plans and Strategies, including the Tourism Strategy, Economic Regeneration and Investment Strategy, Play Strategy, Sports Facility Strategy, PCSP and Good Relations Action Plans

Once agreed, the performance improvement objectives 2019-20 will be published in the annual Performance Improvement Plan. This plan will provide more detail about what we want to improve, how we will deliver improvements, how our performance will be measured and what improvements stakeholders will experience as a result of our activity.



## Our draft Performance Improvement Objectives for 2019-20

Newry, Mourne and Down District Council has identified the following draft performance improvement objectives for 2019-20:

- 1. Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities**
- 2. Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination**
- 3. Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in**
- 4. Create a cleaner, greener, more attractive District**
- 5. Encourage and empower local communities to participate in Council engagement structures and initiatives**

In 2017-18, the Council set performance improvement objectives which covered a number of years and have therefore been carried forward to 2018-19 and 2019-20. These objectives are underpinned by a range of 'supporting actions' and 'measures of success', with annual milestones, in order to ensure progress can be monitored on a regular basis. These 'supporting actions' and 'measures of success' have been:

- Carried forward from 2017-18 and 2018-19, where they cover more than one year or have been subject to delay
- Updated to reflect where progress has been made during 2017-18 and 2018-19, and milestones have been achieved
- Developed and agreed based on the key improvement activities planned for the coming years

The draft performance improvement objectives 2019-20 are directly aligned to the Community Plan, Corporate Plan and Directorate Business Plans. Directorate Business Plans may provide more detailed information regarding the delivery of specific initiatives and programmes of work.

## Community Planning Outcomes

The Newry, Mourne and Down Community Plan has been developed and agreed by the Community Planning Partnership Board. Entitled 'Living Well Together', the Community Plan provides a framework for collaborative working to deliver positive change for our communities, and sets out the following long term overarching vision for the District:

**'Newry, Mourne and Down is a place with strong, safe and vibrant communities where everyone has a good quality of life and access to opportunities, choices and high quality services which are sustainable, accessible and meet people's needs'.**

Through the Community Plan, the following five positive outcomes (illustrated at Figure 1) have been identified:

**Figure 1**

### Our Outcomes

These are the positive outcomes we all wish to see in our community.



## Council Priorities

Through the Corporate Plan, Newry, Mourne and Down District Council has identified a mission and eight priorities (illustrated at Figure 2) which will contribute to achieving the overarching outcomes within the Community Plan.

**'Lead and serve a District that is prosperous, healthy and sustainable'.**

**Figure 2**



## Your voice, your choice!

Newry, Mourne and Down District Council is inviting you to put forward your views on the draft performance improvement objectives 2019-20. We are keen to ensure that our performance improvement objectives have a positive impact on the quality of life of all stakeholders across the District, including citizens, local businesses, partner organisations in the statutory, voluntary and community sectors, employees and Elected Members.

A questionnaire has been included on page 21 of this document for all stakeholders to complete and return to:



Email: [kate.bingham@nmandd.org](mailto:kate.bingham@nmandd.org)

Address: Community Planning and Performance  
Newry, Mourne and Down District Council  
O'Hagan House  
Monaghan Row  
Newry  
Co Down  
N. Ireland  
BT35 8DJ

The questionnaire is also available on our website at: [www.nmandd.org](http://www.nmandd.org) and at the following Newry, Mourne and Down District Council public receptions:

- O'Hagan House, Monaghan Row, Newry
- Downshire Civic Centre, Downpatrick
- Ethnic Minority Support Centre, Town Hall, Newry

Alternatively, if you prefer to provide comments in person, please contact us on:

Tel: 0300 013 2233

Email: [kate.bingham@nmandd.org](mailto:kate.bingham@nmandd.org)

The closing date for responses is **5 April 2019**.

## Performance Improvement Objective 1

### Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities

#### Senior Responsible Officer: Director, Active and Healthy Communities

##### Why this matters

Good health is one of the most valued aspects of our lives. It influences many dimensions of well-being, such as employment, income, social connections, participation in community life and educational attainment. Newry, Mourne and Down District Council plays a key role in helping local communities to live long and healthy lives. The Council remains committed to collaborating with community planning partners to promote physical, mental and emotional well-being and encouraging residents to make healthy and informed lifestyle choices.

The demographic profile of our community not only has an impact on the services the Council provides, but on the way these services will be delivered in the future. With the population of the District projected to grow by 3% by 2022, including a 14% increase in residents aged 65 years and above, the overall health and wellbeing needs of local communities are set to change and evolve. Whilst the majority of residents are currently in good health, with no long term health problems, over a third of those aged 65 years and above have a long term health problem or disability which limits their day to day activities.

As life expectancy rises, health inequalities remain a key issue within our most deprived communities. Newry, Mourne and Down currently has the third highest number of neighbourhoods within the top 100 most deprived across Northern Ireland, and these neighbourhoods are more likely to experience health inequalities in terms of obesity rates, drug and alcohol related conditions and self harm.

##### Your views

Our performance improvement objectives are based on the issues that matter most to you. Over the past two years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective, and 'parks and open spaces' and 'leisure and recreation' are amongst the top priority areas for improvement. The consultation also reinforced the public appetite for a park in Newry City, and the Council has made a commitment to explore potential options further.

##### Our performance during 2017-18 and 2018-19

- Newry and Down Leisure Centres open and 'Be Active' campaign launched
- Increase in the total number of attendances across six leisure facilities
- Average satisfaction rating of 73.5% across the six leisure facilities
- Implementation of the Play Strategy and Sports Facility Strategy underway
- 2,009 children and young people took part in the Community Play initiatives
- The Albert Basin Task and Finish Working Group is considering options to progress the development of a park in Newry City



However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

**Supporting actions**

- Provide and operate high quality leisure facilities through the implementation of the Indoor Leisure Business Plan:
  - Improve the customer experience at all leisure facilities by rolling out the 'Be Active' campaign and mobile technology solutions
  - Undertake Customer Satisfaction Surveys across selected leisure facilities by Q4 2019-20
- Upgrade and improve existing sports facilities through the implementation of year three of the Sports Facility Strategy
- Provide and improve fixed and non-fixed play opportunities for children and young people through the continued implementation of the Play Strategy
- Engage children and young people in Community Play and other health and wellbeing initiatives across the District
- Provide opportunities for women, girls, people with a disability and people from areas of high social need to participate in physical activity programmes
- Consider options to progress the development of a park at the Albert Basin, Newry

**Measures of success**

- 14% increase in attendances at indoor leisure facilities
- Level of customer satisfaction with indoor leisure facilities
- Number of children and young people engaged in Community Play and other health and wellbeing initiatives
- Number of participants from targeted groups involved in physical activity programmes

**Improvements for local communities and stakeholders**

- Improved and accessible provision of indoor and outdoor sport, leisure and recreational facilities and activities
- Improved awareness of the opportunities to get involved in leisure, sport and recreational activities
- More opportunities to make healthy lifestyle choices by using sport, leisure and recreational facilities
- Improved levels of health and wellbeing

<b>Corporate Plan Priority</b>	Support improved health and wellbeing outcomes
<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down enjoy good health and wellbeing
<b>Programme for</b>	We enjoy long, healthy, active lives



<b>Government Outcome</b>	
<b>Alignment with the 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Fairness / Sustainability / Efficiency / Innovation

## Performance Improvement Objective 2

**Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination**

**Senior Responsible Officer: Director, Enterprise, Regeneration and Tourism**

### Why this matters

A thriving economy is central to the quality of life in Newry, Mourne and Down. Located on the economic corridor between Belfast and Dublin, our District has a real opportunity to compete, by driving growth in the existing business base, increasing productivity and attracting new businesses. We will continue to work with partners to create a climate for innovation and competitiveness by progressing the strategic projects which form part of the Belfast Region City Deal, including the Southern Relief Road and Newcastle Gateway to the Mournes.

The challenges and opportunities presented through Brexit will have an impact on the communities we serve, and the Council has taken a proactive role in lobbying and advocating for the needs of the region, as well as the future nature of the Irish border. Deprivation also remains a growing issue across the District. Three neighbourhoods are now ranked as the most deprived in terms of income across Northern Ireland and a further 34 fall within the 25% most deprived in terms of 'employment' and 'education skills and training'. The median gross annual salary of £20,093 falls below the regional average of £22,016, and the number of residents aged 16-64 years who are economically active has declined from 76% in 2017 to 68.4% in 2018, which is below the current regional average of 72.3%.

Worth £90m to the local economy, tourism is also a critical driver for economic growth in Newry, Mourne and Down, supporting almost 5,000 jobs. As a popular destination for domestic tourists, the District is rich with tourism assets and scenic beauty, which contributed to a 3.2% increase in the number of visitors and a 48% increase in visitor spend between 2016 and 2017. The continued implementation of the Tourism Strategy and the emerging Arts, Culture and Heritage Strategy will help to promote Newry, Mourne and Down as a premier, year-round mountain and maritime destination, recognised for its EPIC experiences in outdoor adventure, its rich tapestry of cultural heritage, myths and stories, as well as its authentic local life.

### Your views

Our performance improvement objectives are based on the issues that matter most to you. Over the past two years, almost all respondents to consultations on the

performance improvement objectives agreed with the inclusion of this objective and many identified 'arts, culture and events' as a priority area for improvement. The consultations also highlighted the importance of investing in coastal areas and tourist attractions, bridging the skills gap between education and employment and recognising the positive contribution a thriving arts and culture scene can have on community life, all of which the Council will continue to focus on during 2019-20.

### **Our performance during 2017-18 and 2018-19**

- 243 new jobs promoted and 250 new business starts supported through business start up activity
- City Deal for the Belfast Region secured
- The Carlingford Lough Greenway between the Weir and Victoria Lock complete
- The development of an Arts, Culture and Heritage Strategy is well underway
- Destination Experience Development Plan for the Mourne and Ring of Gullion and the Mourne Coast launched
- In 2017, the five Giant Adventure Festivals attracted over 139,000 visitors and generated an estimated direct spend of £4m

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made and the key improvement activities planned for the coming year.

### **Supporting actions**

Improve economic growth by:

- Promoting new jobs and supporting new business starts through the NI 'Go For It' programme
- Supporting the growth of the existing business and social enterprise base by delivering a range of programmes around the Social Economy, NMD Procurement and NMD Growth
- Supporting the establishment and growth of small and micro businesses and the creation of new jobs in rural areas, through the Rural Business Investment Scheme
- Providing proposals to invest in the fishing dependent communities of Kilkeel, Annalong and Ardglass through the European Maritime and Fisheries Fund (SEAFLAG 2)
- Addressing the skills gap between education and employment in traditional and key growth sectors through the Skills Forum
- Agreeing the 'Heads of Terms' for the Belfast Region City Deal and developing Outline Business Cases for the Southern Relief Road, Regeneration of Newry City, Newcastle Gateway to the Mourne and digital connectivity initiatives

Become a premier tourism destination by:

- Submitting a revised application to the UK National Commission for UNESCO for Global Geopark status for the Mourne and Ring of Gullion by November 2019



- Progressing the completion of the Carlingford Lough Greenway by June 2020, including phase 2 from Victoria Lock to Omeath
- Developing further destination experiences to create 'epic moments' across the District
- Exploring options to invest in and improve the facilities at Camlough Lake
- Organising five Giant Adventure Festivals across the District:
  - Footsteps in the Forest (Slieve Gullion)
  - Skiffie Festival (Strangford Lough)
  - Wake the Giant Festival (Warrenpoint)
  - Festival of Flight (Newcastle)
  - City of Merchants Festival (Newry)

### Measures of success

- 301 business plans approved, 205 new business starts and 155 new jobs promoted
- Number of social enterprise starts, new jobs created and new volunteers recruited
- Number of community groups and organisations provided with business planning, start-up and business development support
- 55 new micro and small rural businesses created by March 2020
- 30 micro and small businesses in rural areas supported by March 2020
- 147 new jobs created in rural areas by March 2020
- 55 new jobs created in fishing dependent communities by 2020
- 22 new businesses created in fishing dependent communities by 2020
- 130 new qualifications and skills achieved through SEAFLAG 2 by 2020
- Overall growth rate of 6% per annum in overnight expenditure in Newry, Mourne and Down
- Level of footfall on the Great Eastern Greenway
- Number of visitors to the Giant Adventure festivals
- Total estimated spend associated with the Giant Adventure festivals, including direct spend
- Level of visitor satisfaction with Giant Adventure festivals

### Improvements for local communities and stakeholders

- The local economy benefits from an increase in business starts, the growth of local businesses and support for social enterprises
- The rural economy and coastal areas benefit from significant inward investment and the creation and growth of new businesses and jobs
- Local communities, businesses and social enterprises benefit from improved access to job investment, training and mentoring opportunities
- Newry, Mourne and Down becomes a more economically active and prosperous District
- There is an improved level of tourism and an increase in the number of tourists to the District
- The Carlingford Lough Greenway creates a world class, cross border green travel route which improves the local living environment
- Newry, Mourne and Down is recognised as a premier domestic and

international tourist destination	
<b>Corporate Plan Priorities</b>	Attract investment and support the creation of new jobs Become one of the premier tourist destinations on the island of Ireland
<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down benefit from prosperous communities
<b>Programme for Government Outcomes</b>	We prosper through a strong, competitive, regionally balanced economy We are an innovative and creative society, where people can fulfil their potential We have more people working in better jobs We are a confident, welcoming, outward looking society We have created a place where people want to live and work, to visit and invest
<b>Alignment with the 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Innovation

## Performance Improvement Objective 3

**Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in**

**Senior Responsible Officer: Director, Enterprise, Regeneration and Tourism**

### **Why this matters**

Newry, Mourne and Down is a predominantly rural District with a number of urban settlements around Newry, Downpatrick, Ballynahinch, Kilkeel, Warrenpoint, Crossmaglen and Newcastle. The heritage and landscape of our District is unique and diverse, and protecting the natural and built environment is a key priority for the Council and its citizens, as it creates a sense of place and plays an important role in improving the health and wellbeing of all.

The Council's ambition is for Newry, Mourne and Down to be a vibrant, attractive and better place to live. We are working closely with our partners in government, the EU and across the island of Ireland to renew our city, towns and villages, transforming them into places where people want to live, work and invest in. As a 'place shaper', the Council has ambitious plans for Ballynahinch, Downpatrick, Newry, Warrenpoint and Kilkeel, which are set to benefit from improved transport links, street lighting, pavements, signage and shop fronts.

We are also supporting a number of major developments across the District, including Killeavy Castle, Southern Relief Road in Newry, Ballynahinch Bypass and the Downpatrick hotel, all of which will help fulfil our potential as a premier District for businesses, residents and visitors. Advancing the production of the Local



Development Plan will also support the economic and social needs of the district in line with regional strategies and policies, whilst providing for the delivery of sustainable development.

Road, transport and digital connectivity are instrumental in supporting access to services, tackling social isolation and ensuring the District can compete locally, nationally and internationally. The Council has identified a number of projects to improve road and transport connections, and will continue to address the challenge of improving digital connectivity, so that rural communities can participate fully in all aspects of civic, community and business life.

### **Your views**

Our performance improvement objectives are based on those things that matter most to you. Over the past two years, all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'planning' and 'urban and rural regeneration' as priority areas for improvement. The consultation also highlighted the importance of investing in the physical and digital infrastructure in rural areas, which is being progressed through Village Plans and the Rural Development Programme.

### **Our performance during 2017-18 and 2018-19**

- Warrenpoint Municipal Park restored and re-opened
- The Forkhill Greenspace Pathway Project complete
- Late night bus pilot from Newry to Crossmaglen and Kilkeel operational between October-December 2018
- 25 Village Plans updated and 20 new Village Plans created
- Multiple initiatives launched to improve digital connectivity across the District
- Improved processing time for local planning applications

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

### **Supporting actions**

- Manage and promote the heritage of Warrenpoint Municipal Park by:
  - Obtaining the Green Flag award for environmental sustainability by Q1 2019-20
  - Carrying out Visitor Surveys in Q2 2019-20
  - Creating opportunities for people to volunteer and engage with the heritage of the park
- Implement the Areas of Outstanding Natural Beauty (AONB) Action Plans for the Ring of Gullion and Strangford and Lecale, which will include the:
  - Creation of new jobs and protection of the intangible cultural heritage through the transnational Atlantic CultureScapes project

- Delivery of heritage projects through the 10 year legacy phase of the Ring of Gullion Landscape Partnership Scheme
- Protection of upland landscape through the transnational ASCENT project
- Work with the Department for Communities to commence phase III of the Newry Lower Hill Street public realm scheme, to include new street lighting, paving and tree planting (subject to funding and planning permission)
- Work with partners to explore options to complete the final phases of the Forkhill Masterplan, to include an on-site mixed use development
- Develop a programme of future regeneration initiatives, incorporating Warrenpoint Baths, Lisburn Street carparks in Ballynahinch, Newry Civic Centre and the former police station and adjacent lands in Downpatrick
- Commence the delivery of the seven environmental improvement schemes identified through the Village Plans, to include new street lighting, paving and street furniture (subject to funding and planning permission)
- Commence the design and delivery of 16 gateway art projects identified through the Village Plans (subject to funding and planning permission)
- Commence the delivery of the capital works at the Derrymore Demesne, to include a play area, trail development and other infrastructure projects
- Work in partnership with the relevant Departments to improve digital connectivity across the District
- Progress the development of the Local Development Plan
- Improve the processing times of major and local planning applications and planning enforcement cases

### Measures of success

- 34% increase in the number of visitors to Warrenpoint Municipal Park, reaching 27,900 per annum by Q2 2019-20
- 6% increase in visitor satisfaction with Warrenpoint Municipal Park, reaching 74% by Q2 2019-20
- 9% increase in the number of people who believe Warrenpoint Municipal Park enhances their quality of life, reaching 40.5% by Q2 2019-20
- Level of footfall, improved business/visitor perception and reduced/sustained vacant properties by 2020-21, following the completion of the Downpatrick, Newry and Warrenpoint environmental improvement and revitalisation schemes
- Percentage of planning enforcement cases that are processed within 39 weeks
- Average processing time of major planning applications
- Average processing time of local planning applications

### Improvements for local communities and stakeholders

- Warrenpoint Municipal Park and the AONB's enhance the quality of life in the local and surrounding areas
- Enhanced built and natural environment in urban and rural areas, with improved appearance and sense of place
- Urban and rural regeneration projects improve local areas and the quality of life for local communities



<ul style="list-style-type: none"> <li>• The Rural Development Programme has a positive impact on rural communities and the rural economy</li> <li>• Regeneration and renewal of selected villages across the District</li> <li>• Improved rural digital connectivity across the District</li> <li>• The Council provides a more efficient and effective Planning Service</li> </ul>	
<p><b>Corporate Plan Priorities</b></p>	<p>Lead the regeneration of our urban and rural areas                  Become one of the premier tourist destinations on the island of Ireland                  Attract investment and support the creation of new jobs                  Protect our natural and built environment                  Advocate on your behalf specifically in relation to those issues which really matter to you                  Transform and modernise the Council, providing accessible as well as value for money services</p>
<p><b>Community Plan Outcomes</b></p>	<p>All people in Newry, Mourne and Down benefit from prosperous communities                  All people in Newry, Mourne and Down get a good start in life and fulfil their lifelong potential</p>
<p><b>Programme for Government Outcomes</b></p>	<p>We are an innovative and creative society, where people can fulfil their potential                  We are a confident, welcoming, outward looking society                  We connect people and opportunities through our infrastructure                  We live and work sustainably – protecting the environment                  We have created a place where people want to live and work, to visit and invest</p>
<p><b>Alignment with the 7 aspects of improvement</b></p>	<p>Strategic effectiveness / Service quality / Service availability / Fairness / Sustainability / Innovation</p>

## Performance Improvement Objective 4

### Create a cleaner, greener, more attractive District

**Senior Responsible Officer: Director, Neighbourhood Services**

**Why this matters**

The environment is one of the three strategic pillars which underpin the process of community planning. Living in a clean, green, quality environment has a direct impact on the general wellbeing of those who live, work and visit an area. The Council has a key role to play in working with local communities to protect the environment and ensure that streets, parks and open spaces are kept clean and tidy, so that Newry, Mourne and Down is a District we can all be proud of. Through the 'Neighbourhood Services' initiative, the Council is exploring ways to transform the delivery of services and make it easier for customers to report environmental issues

around refuse collection, street cleansing, graffiti and fly posting.

Managing municipal waste is also a key responsibility of local government and Newry, Mourne and Down District Council has made significant progress in reducing the amount of waste going to landfill and increasing the rate of recycling. In order to meet the recycling target of 50% by 2020, the Council has introduced a range of schemes which have been instrumental in reducing the amount of black bin waste whilst increasing the amount of blue and brown bin waste.

### **Your views**

Our performance improvement objectives are also based on those things that matter most to you. Over the past two years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'waste collection and recycling' and 'street cleansing' as priority areas for improvement.

### **Our performance during 2017-18 and 2018-19**

- Decrease in black bin waste and an increase in blue and brown bin waste
- Reduction in the amount of biodegradable municipal waste sent to landfill
- Increase in the amount of household waste that is recycled
- Over £52k awarded to 25 environmental improvement projects through 'Down Your Street – Live Here, Love Here'
- Reduction in the street cleanliness score across the District
- Downpatrick Household Waste Recycling Centre on track to complete by March 2019

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20 and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made, where projects have been subject to delay and the key improvement activities planned for the coming year.

### **Supporting actions**

- Develop the 'Neighbourhood Services' initiative, including the launch of a dedicated telephone number and online channels to report issues around street cleanliness, refuse collection and environmental crime
- Increase and support public participation in local clean up campaigns and initiatives such as 'Down Your Street'
- Implement the Dog Fouling Strategy and continue to monitor levels of street cleanliness across the District
- Undertake targeted awareness raising to communicate the detrimental impact of environmental crime and the importance of recycling
- Increase the recycling rate and reduce the amount of waste going to landfill
- Standardise how glass is collected across the District
- Review Household Recycling Centres across the District, in relation to opening hours, entrance and usage, receipt of waste and license conditions



<b>Measures of success</b>	
<ul style="list-style-type: none"> <li>• 50% of household waste collected by the Council that is sent for recycling by 2020 (including waste prepared for reuse)</li> <li>• Reduction in the amount of biodegradable Local Authority collected municipal waste that is landfilled to &lt;22,314 tonnes</li> <li>• Amount of Local Authority Collected Municipal Waste Arisings</li> <li>• Reduction in black bin waste and increase in blue and brown bin waste</li> <li>• Amount of general waste arisings at Household Recycling Centres</li> <li>• Percentage of bins collected on their scheduled day</li> <li>• Level of street cleanliness across the District</li> </ul>	
<b>Improvements for local communities and stakeholders</b>	
<ul style="list-style-type: none"> <li>• The Council meets landfill and recycling targets</li> <li>• Efficient and effective recycling, composting, bin collection and cleansing services</li> <li>• Local communities benefit from living in a cleaner, greener environment</li> <li>• Improved civic and community pride in the District</li> </ul>	
<b>Corporate Plan Priorities</b>	Protect our natural and built environment Transform and modernise the Council, providing accessible as well as value for money services
<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment
<b>Programme for Government Outcome</b>	We live and work sustainably – protecting the environment
<b>Alignment with the 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Sustainability / Efficiency / Innovation

## Performance Improvement Objective 5

### Encourage and empower local communities to participate in Council engagement structures and initiatives

**Senior Responsible Officer: Director, Active and Healthy Communities**

#### Why this matters

Social connections and interactions are fundamental drivers for improving the physical, mental and emotional well-being of local people. Newry, Mourne and Down District Council is committed to investing in communities, building their capacity to participate in shaping and designing the policies and services which have an impact on their quality of life. Through the DEA Fora, Policing and Community Safety Partnership, Neighbourhood Renewal Partnerships, PEACE IV Partnership and the Strategic Stakeholder Forum, the Council is empowering local people to have a voice in shaping their future and their District. The success of the 'participatory

budgeting' programme also represents new and innovative ways to enable and empower local people to identify and address issues in their locality.

Community safety remains a key issue across the District, as the number of residents taking responsibility for their personal safety through our 'Neighbourhood Watch', 'Home Secure' and 'Good Morning Good Neighbour' Schemes continues to grow. Home to many different communities, the Council also recognises the significant and diverse role the voluntary and community sector plays in connecting communities, facilitating a sense of belonging to the area and investing in the capacity of local people.

Whilst the number of volunteers registered with Volunteer Now has decreased from 6,849 to 1,217, which can largely be attributed to the impact of General Data Protection Regulations (GDPR), the Council remains committed to supporting local voluntary and community groups through the annual Financial Assistance Scheme.

### **Your views**

Our performance improvement objectives are also based on the issues that matter most to you. Over the past two years, almost all respondents to the consultations on the performance improvement objectives agreed with the inclusion of this objective and many identified 'community services' as a priority area for improvement. The consultation also reinforced the need for effective engagement with young people and targeted support for the most vulnerable groups within society, both of which will be addressed going forward.

### **Our performance during 2017-18 and 2018-19**

- Corporate Consultation and Engagement Strategy adopted
- 52% of places currently occupied on the DEA Fora, PCSP, Neighbourhood Renewal Partnerships, PEACE IV Partnership and Strategic Stakeholder Forum are taken by representatives from the community, voluntary and business sectors
- Over £2.7m awarded towards a range community based initiatives, including summer schemes, Christmas illuminations, community engagement, good relations, community safety and capital projects
- 1,500 visits to the Ethnic Minority Support Centre in Newry between March-September 2018
- £10k has been awarded to community groups to deliver locality based projects through two 'participatory budgeting' programmes
- Newry, Mourne and Down achieved Age Friendly status from the World Health Organisation

However, we know we can do more. This performance improvement objective has therefore been carried forward to 2019-20, and the 'supporting actions' and 'measures of success' have been reviewed and updated to reflect where progress has been made and the key improvement activities planned for the coming year.

### **Supporting actions**



- Strengthen the level of engagement and participation in the following structures:
  - Policing and Community Safety Partnership
  - Neighbourhood Renewal Partnerships
  - DEA Fora
  - Peace IV Partnership
  - Community and Voluntary Sector Strategic Stakeholder Forum
- Reduce the risk of being burgled and address the fear of crime by encouraging residents to access the following schemes:
  - 'Neighbourhood Watch' Scheme
  - 'Good Morning, Good Neighbour' Scheme
  - 'Home Secure' Scheme
- Through the Financial Assistance Scheme, support local community and voluntary groups to deliver projects across key areas including festivals, sports development, community engagement, good relations, community safety and Irish Language
- Positively engage local groups in Council initiatives, including young people, older people and black and minority ethnic communities
- Explore opportunities to strengthen community engagement in local decision-making through 'participatory budgeting'

#### Measures of success

- Number of meetings, events and capacity building programmes, including attendance levels and participation evaluation
- The effectiveness of Council run community engagement structures in facilitating stakeholder participation
- Number of Neighbourhood Watch Schemes
- Number of beneficiaries of the 'Good Morning, Good Neighbour' and 'Home Secure' Schemes
- Number and percentage of financial assistance projects funded and successfully delivered
- Number of visits to the Ethnic Minority Support Centre
- Number of participants aged 0-24 years who complete approved PEACE IV programmes to develop soft skills and respect for diversity by 2020

#### Improvements for local communities and stakeholders

- More informed decision-making, policy development and service provision
- Local communities and stakeholders are actively engaged in supporting the work of the Council and its partners
- Decrease in the number of people reporting to live in fear and a reduction in the incidents of burglary
- Community groups receive financial support towards meeting their objectives and delivering projects across a range of themes, including community safety, good relations, community engagement, Christmas illuminations and capital projects
- Newry Mourne and Down is a more inclusive, cohesive and vibrant District, with confident and empowered communities



<b>Corporate Plan Priority</b>	Empower and improve the capacity of our communities
<b>Community Plan Outcome</b>	All people in Newry, Mourne and Down live in respectful, safe and vibrant communities
<b>Programme for Government Outcomes</b>	We have a more equal society We have a safe community where we respect the law and each other We are a shared society that respects diversity
<b>Alignment with 7 aspects of improvement</b>	Strategic effectiveness / Service quality / Service availability / Fairness / Innovation

## Consultation on the draft Performance Improvement Objectives 2019-20

<b>I am responding:</b>	as an individual	
	on behalf of an organisation	

<b>Name:</b>	
<b>Job title (if applicable):</b>	
<b>Organisation and address:</b>	
<b>Telephone</b>	
<b>Fax</b>	
<b>E-mail</b>	

### Question 1

**Which consultation group do you belong to?** *Please tick all that apply.*

- |                              |                          |
|------------------------------|--------------------------|
| Resident                     | <input type="checkbox"/> |
| Elected Member               | <input type="checkbox"/> |
| Local Business               | <input type="checkbox"/> |
| Local Community Organisation | <input type="checkbox"/> |
| Local Voluntary Organisation | <input type="checkbox"/> |
| Statutory Organisation       | <input type="checkbox"/> |
| Other                        | <input type="checkbox"/> |

If other, please provide further information below.

### Question 2

**Do you agree that the draft performance improvement objectives and supporting project(s) are appropriate for our District?**

Performance Improvement Objective 1	Agree	Disagree
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities	<input type="checkbox"/>	<input type="checkbox"/>
<b>Comments:</b>		

<b>Performance Improvement Objective 2</b>	<b>Agree</b>	<b>Disagree</b>
Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination		
<b>Comments:</b>		
<b>Performance Improvement Objective 3</b>	<b>Agree</b>	<b>Disagree</b>
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in		
<b>Comments:</b>		
<b>Performance Improvement Objective 4</b>	<b>Agree</b>	<b>Disagree</b>
Create a cleaner, greener, more attractive District		
<b>Comments:</b>		
<b>Performance Improvement Objective 5</b>	<b>Agree</b>	<b>Disagree</b>
Encourage and empower local communities to participate in Council engagement structures and initiatives		
<b>Comments:</b>		

**Question 3**

**What alternative performance improvement objective(s) and 'supporting actions' would you suggest?**

**Question 4**

**Which of the areas outlined below would you like to see Newry, Mourne and Down District Council make improvements to in the future? (please tick 3 areas)**

Area	
Arts, Culture and Events	
Building Control and Licensing	
Community Services	
Economic Development and Tourism	
Environmental Health	
Leisure and Recreation	
Parks and Open Spaces	
Planning	
Registration Services (Births, Deaths, Marriages and Civil Partnerships)	
Street Cleansing	
Urban and Rural Regeneration	
Waste Collection and Recycling	

**Please provide details, in the space provided, concerning the specific areas of the Council that you would wish to see improvements made in.**

## Privacy Notice

Newry, Mourne and Down District Council is collecting the information on this form to identify the views of the public and other interested parties in relation to the development of the Council's Performance Improvement Objectives 2019-20 and future performance activity.

We may wish to contact you to undertake follow-up consultation work by email. If you agree to being contacted in this way, **please tick the relevant box on this form** and complete your contact details.

Your information will be held securely and processed in accordance with the Data Protection Act 1998. Your information will not be disclosed to other organisations except for the purposes outlined above and where it is necessary for us to comply with the law.

Name – Please print	Email	Signature

**Please tick this box if you grant permission to be contacted by Newry, Mourne and Down Council for the purposes of this consultation.**

To support transparent decision-making, an anonymised summary of the responses to this consultation will be made public. We will not publish the names and contact details of respondents.

Thank you for taking the time to respond to this questionnaire.

Completed questionnaires or comments should be sent by **5 April 2019** to:

**Email:** [kate.bingham@nmandd.org](mailto:kate.bingham@nmandd.org)

**In Writing:** Community Planning and Performance  
Newry, Mourne and Down District Council  
O'Hagan House  
Monaghan Row  
Newry  
Co Down  
BT35 8DJ

**Telephone:** 0300 013 2233

**We look forward to hearing from you.**



<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	Draft Performance Improvement Objectives 2019-20
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly – Assistant Director: Community Planning and Performance
<b>Contact Officer (Including Job Title):</b>	Kate Bingham – Head of Performance and Improvement

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>X</b>
<b>1.0</b>	<b>Purpose and Background</b>	
1.1	<p>Part 12 of the Local Government (NI) Act 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions. Each financial year, Councils are also required to set performance improvement objectives for the services they provide. These objectives can span more than one year, with intermediary milestones, which must be reviewed annually.</p> <p>In 2017-18, the Council set five performance improvement objectives which were directly aligned to community planning outcomes and corporate priorities, and have therefore been carried forward to 2018-19 and 2019-20. The 'supporting actions' and 'measures of success' which underpin each objective have been reviewed and updated on an annual basis.</p>	
<b>2.0</b>	<b>Key issues</b>	
2.1	<p>The guidance which has been issued by the Department for Communities states that performance improvement is more than just quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement should focus on activity that enhances the sustainable quality of life and environment for communities.</p> <p>Councils should therefore frame improvement objectives so as to bring about improvement in at least one of the following specified aspects of improvement:</p> <ul style="list-style-type: none"> <li>• Strategic effectiveness</li> <li>• Service quality</li> <li>• Service availability</li> <li>• Fairness</li> <li>• Sustainability</li> <li>• Efficiency</li> <li>• Innovation</li> </ul>	
2.2	<p>Councils should also determine their objectives for improvement based on critical self analysis, taking account of a wide range of evidence. All improvement objectives should relate to improving the functions and services to citizens, and</p>	

	<p>be:</p> <ul style="list-style-type: none"> <li>• Legitimate</li> <li>• Clear</li> <li>• Robust</li> <li>• Deliverable</li> <li>• Demonstrable</li> </ul>
2.3	<p>The proposed performance improvement objectives for Newry, Mourne and Down District Council are outlined in <b>Appendix 1</b>:</p> <ul style="list-style-type: none"> <li>• Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities</li> <li>• Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination</li> <li>• Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in</li> <li>• Create a cleaner, greener, more attractive District</li> <li>• Encourage and empower local communities to participate in Council engagement structures and initiatives</li> </ul>
2.4	<p>Councils are required to consult and engage a range of stakeholders, including citizens, businesses and partner organisations on the development of the performance improvement objectives. The proposed twelve week consultation programme will run between January-April 2019 and will consist of the following elements:</p> <ul style="list-style-type: none"> <li>• Electronic survey published on the Council's website and social media channels, and circulated to internal and external stakeholders</li> <li>• Hard copies of the survey made available at public receptions across the Council, including Monaghan Row, Greenbank, Downshire Civic Centre and the Ethnic Minority Support Centre</li> <li>• Public advertisements in local newspapers</li> <li>• Engagement with Section 75 groups, through Youth Councils, Older People's Forum and Good Relations Fora</li> <li>• Engagement with the DEA Fora, including public engagement events</li> </ul> <p>Where possible, consultation on future performance improvement objectives will be integrated with planned consultation activity around the development of the Corporate Plan 2019-23, in order to strengthen strategic alignment across the 'Business Planning and Performance Management Framework' and avoid duplication and consultation fatigue amongst key stakeholders.</p> <p>Consultation feedback will inform the final performance improvement objectives which will form part of the Performance Improvement Plan 2019-20. An overview of the overall approach to develop and publish the Performance Improvement Plan by 30 June 2019, in line with statutory requirements, is outlined in <b>Appendix 2</b>.</p>
2.5	<p>Delivery plans for each performance improvement objective are in the process of being developed. These plans seek to demonstrate how the Council will manage the effective delivery of each objective, ensuring the necessary resources and</p>

	processes in place.
<b>3.0</b>	<b>Recommendations</b>
3.1	<p>To note the:</p> <ul style="list-style-type: none"> <li>• Draft performance improvement objectives 2019-20, 'supporting actions' and 'measures of success', as outlined in <b>Appendix 1</b>.</li> <li>• Proposed approach and timetable for publishing the Performance Improvement Plan 2019-20, by 30 June 2019, including authorisation to proceed with a twelve week public consultation programme between 14 January-5 April 2019, as outlined in <b>Appendix 2</b>.</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	The development and publication of the Performance Improvement Plan 2019-20 will be delivered within existing resources.
<b>5.0</b>	<b>Equality and good relations implications</b>
5.1	The draft performance improvement objectives 2019-20 have been equality screened and it is recommended that they are not subject to an equality impact assessment (with no mitigating measures required). The Council will also run a twelve week consultation process, in line with the corporate Equality Scheme.
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	There are no rural proofing implications contained within this report. The Performance Improvement Plan 2019-20 will be subject to a Rural Needs Impact Assessment.
<b>7.0</b>	<b>Appendices</b>
	<ul style="list-style-type: none"> <li>• <b>Appendix 1</b> – Consultation-Draft Performance Improvement Objectives 2019-20</li> <li>• <b>Appendix 2</b> - Overall approach and timetable for developing and publishing the Performance Improvement Plan 2019-20</li> </ul>
<b>8.0</b>	<b>Background Documents</b>
	<ul style="list-style-type: none"> <li>• Performance Improvement Plans 2017-18 and 2018-19</li> </ul>

# **Performance Improvement Policy**

## **Newry, Mourne and Down District Council**



<b>Policy title</b>	Performance Improvement Policy
<b>Departmental Ownership</b>	Chief Executive's Office / Community Planning and Performance Department
<b>Department Owner</b>	Johnny McBride – Assistant Director, Community Planning and Performance
<b>Officer Responsible</b>	Kate Bingham – Head of Performance and Improvement
<b>Date of Approval</b>	5 November 2018
<b>Location where document is held</b>	Shared 'R' Drive

## 1. Title

Performance Improvement Policy for Newry, Mourne and Down District Council.

## 2. Statement

This policy sets out the Council's commitment to embedding a performance culture across the organisation, in order to ensure that performance improvement is integrated into the exercise of functions and underpins the delivery of services, supporting continuous improvement and ensuring legislative compliance with The Local Government Act (NI) 2014.

The Local Government Act (NI) 2014 sets out a General Duty of Improvement, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions and to set performance improvement objectives for each financial year.

'Improvement' within the context of the Act means more than just quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement means activity that enhances the sustainable quality of life and environment for all.

## 3. Aim

The aims of this policy are to:

- Ensure that the Council discharges its performance improvement duties under Part 12 of the Local Government Act (NI) 2014.
- Mainstream the Council's Business Planning and Performance Management Framework, which drives and provides assurance that corporate priorities and performance improvement objectives are being delivered, and are contributing to the achievement of community planning outcomes.
- Ensure that Elected Members and officers have due regard for performance improvement in carrying out their duties.

## 4. Scope

Elected Members, Senior Management and employees have a collective role to play in managing performance and securing continuous improvement in the exercise of functions and delivery of services.

The Business Planning and Performance Management Framework puts in place arrangements to ensure that:

- Elected Members and Officers share a common vision, recognising how their work contributes to the achievement of community planning outcomes, corporate priorities and performance improvement objectives.
- Performance is monitored, analysed, reviewed and reported on a regular basis.
- Good performance is recognised and poor performance is addressed.
- Robust and reliable evidence is used to inform the provision of services and strengthen the decision-making process.

Implementing the Business Planning and Performance Management Framework will support the Council in mainstreaming the Performance Improvement Policy and embedding a culture of performance improvement across the organisation, thereby complying with the General Duty of Improvement.

## **5. Related Policies**

- Part 12 of the Local Government Act (NI) 2014
- Community Plan for Newry, Mourne and Down
- Newry, Mourne and Down District Council Corporate Plan 2015-19
- Performance Improvement Plan 2017-18 and 2018-19 (includes the Business Planning and Performance Management Framework)
- Other key plans and strategies

## **6. Policy Owners**

Johnny McBride – Assistant Director, Community Planning and Performance

## **7. Contact details in regard of this policy are:**

Kate Bingham – Head of Performance and Improvement

## **8. Policy Authorisation**

SMT authorisation: 2 October 2018

Strategy, Policy and Resources Committee authorisation: 11 October 2018

Full Council authorisation: 5 November 2018

## **9. Policy Effective Date**

January 2019

## **10. Policy Review Date**

The policy will be reviewed in line with the Council's agreed policy review cycle i.e. every 4 years (as per Council's Equality Scheme commitment 4.31), or sooner to ensure it remains reflective of legislative developments.

## **11. Procedures and arrangements for monitoring the implementation and impact of the policy**

Reviewing performance and reporting progress facilitates transparency, accountability and improvement. The Council has put in place governance arrangements to support the development, implementation, review and reporting of the Community Plan, Corporate Plan, Performance Improvement Plan, as well as other key plans and strategies.

Implementing the Business Planning and Performance Management Framework will support the Council in mainstreaming the Performance Improvement Policy and embedding a culture of performance improvement across the organisation, thereby complying with the General Duty of Improvement.

The Business Planning and Performance Management Framework puts in place arrangements to ensure that:

- Elected Members and Officers share a common vision, recognising how their work contributes to the achievement of community planning outcomes, corporate priorities and performance improvement objectives.
- Performance is monitored, analysed, reviewed and reported on a regular basis.
- Good performance is recognised and poor performance is addressed.
- Robust and reliable evidence is used to inform the provision of services and strengthen the decision-making process.

With overall responsibility for performance management, the Strategy, Policy and Resources Committee will monitor the implementation of the Business Planning and Performance Management Framework and Performance Improvement Policy. The Audit Committee will provide assurance that the Council's performance management arrangements are robust and effective.

Through the annual Improvement Audit and Assessment, the Northern Ireland Audit Office (NIAO) will determine whether the Council has discharged its performance improvement and reporting duties, and complied with the Guidance issued by the Department for Communities (DfC).

## **12. Equality Screening**

The policy has been equality screened and it is recommended it not be subject to an equality impact assessment (with no mitigating measures required).

## **13. Rural Impact Assessment**

The policy has been subject to a Rural Needs Impact Assessment.



<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	Performance Improvement Policy
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly - Assistant Director: Community Planning and Performance
<b>Contact Officer (Including Job Title):</b>	Kate Bingham – Head of Performance and Improvement

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<input type="checkbox"/>	<b>For noting only</b>	<input checked="" type="checkbox"/>
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<b>1.0</b>	<b>Purpose and Background</b>
1.1	<p>The purpose of this report is to provide an overview of the Performance Improvement Policy for Newry, Mourne and Down District Council.</p> <p>This policy has been developed to:</p> <ul style="list-style-type: none"> <li>• Ensure that the Council discharges its performance improvement duties under Part 12 of the Local Government Act (NI) 2014.</li> <li>• Mainstream the Council's Business Planning and Performance Management Framework, which drives and provides assurance that corporate priorities and performance improvement objectives are being delivered.</li> <li>• Ensure that Elected Members and officers have due regard for performance improvement when carrying out their duties.</li> </ul>
<b>2.0</b>	<b>Key issues</b>
2.1	<p>As part of the 2016-17 Performance Audit and Assessment, the Northern Ireland Audit Office (NIAO) put forward the following 'proposals for improvement':</p> <ul style="list-style-type: none"> <li>• Expand upon the Council's interim performance management framework to include the development of a performance improvement policy. The purpose of this will define the Council's own interpretation of the new duty.</li> <li>• Cascade the framework (or policy) and performance improvement responsibilities directly to all employees.</li> </ul> <p>In 2017-18, the Council expanded and updated the interim performance management framework, as evidenced through the 'Business Planning and Performance Management Framework' within the Performance Improvement Plan.</p>
2.2	<p>Through the 2017-18 Performance Audit and Assessment, the NIAO concluded that the Council's arrangements to secure continuous improvement are becoming more established, as the Business Planning and Performance Management Framework is rolled out across the organisation, and will be supported by a</p>

	<p>performance improvement policy and performance management system’.</p> <p>The Council has committed to developing a Performance Improvement Policy to assist in ensuring legislative compliance with Part 12 of the Local Government Act (NI) 2014.</p>
<b>3.0</b>	<b>Recommendations</b>
3.1	<p>To note the:</p> <ul style="list-style-type: none"> <li>• Performance Improvement Policy for Newry, Mourne and Down District Council</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	The Performance Improvement Policy will be mainstreamed within existing resources.
<b>5.0</b>	<b>Equality and good relations implications</b>
5.1	The adoption of this policy will have a positive impact on employees, the organisational culture and the subsequent delivery of services to all residents across the District. The policy has been equality screened and it is recommended it not be subject to an equality impact assessment (with no mitigating measures required).
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	The policy has been subject to a Rural Needs Impact Assessment.
<b>7.0</b>	<b>Appendices</b>
	Performance Improvement Policy for Newry, Mourne and Down District Council (Appendix 1)
<b>8.0</b>	<b>Background Documents</b>
	<ul style="list-style-type: none"> <li>• Local Government Act (NI) 2014 (Part 12)</li> <li>• Performance Improvement Plan (2017-18 and 2018-19)</li> <li>• NIAO Performance Audit and Assessment Reports for Newry, Mourne and Down District Council (2016-17 and 2017-18)</li> </ul>

<b>Report to:</b>	Audit Committee
<b>Date of Meeting:</b>	15 January 2019
<b>Subject:</b>	Mid Year Assessment of the Performance Improvement Plan 2018-19
<b>Reporting Officer (Including Job Title):</b>	Jonathan McGilly – Assistant Director, Community Planning and Performance
<b>Contact Officer (Including Job Title):</b>	Kate Bingham – Head of Performance and Improvement

Confirm how this Report should be treated by placing an x in either:-

<b>For decision</b>	<b>For noting only</b>	<b>X</b>
<b>1.0</b>	<b>Purpose and Background</b>	
1.1	<p>Through the Performance Improvement Plan 2018-19 and corporate Business Planning and Performance Management Framework, the Council makes a commitment to monitor and review performance on a regular basis.</p> <p>This report provides an overview of the Council's progress in implementing the performance improvement objectives between April-September 2018. Where possible, performance has been tracked against the targets set within the Performance Improvement Plan 2018-19.</p>	
<b>2.0</b>	<b>Key issues</b>	
2.1	<p>The majority of 'supporting actions' and 'measures of success' within the Performance Improvement Plan 2018-19 are on track to be achieved. However, progress has been limited against the following:</p> <ul style="list-style-type: none"> <li>Participant levels on the Everybody Active (EBA) 2020 and Social Enterprise Programmes currently fall below target, but it is anticipated that the annual targets will be achieved by March 2019.</li> <li>Whilst the Council has not met the statutory standards for processing major planning applications and enforcement cases, performance has improved.</li> <li>The Council is currently putting in place arrangements to monitor the percentage of bins collected on their scheduled day and set targets around the reduction in waste arisings at Household Recycling Centres.</li> <li>There has been a reduction in the street cleanliness score across the District and the Council is developing a Dog Fouling Strategy to help address this issue.</li> </ul>	
2.2	<p>It should be noted that the information contained within this report may be subject to change when the results are verified, validated and reported through the annual Assessment of Performance which will be published by 30 September 2019.</p>	
<b>3.0</b>	<b>Recommendations</b>	
3.1	To note the:	

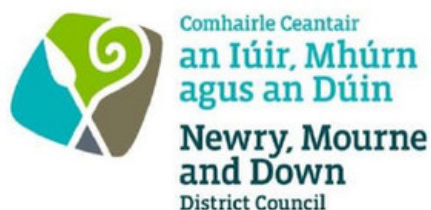
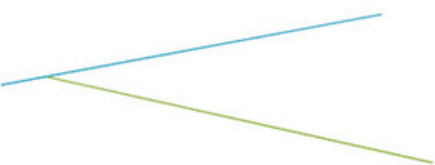
	<ul style="list-style-type: none"> <li>• Mid Year Assessment of the Performance Improvement Plan 2018-19</li> </ul>
<b>4.0</b>	<b>Resource implications</b>
4.1	There are no resource implications contained within this report.
<b>5.0</b>	<b>Equality and good relations implications</b>
5.1	There are no equality and good relations implications contained within this report.
<b>6.0</b>	<b>Rural Proofing implications</b>
6.1	There are no rural proofing implications contained within this report.
<b>7.0</b>	<b>Appendices</b>
	Mid Year Assessment of the Performance Improvement Plan 2018-19
<b>8.0</b>	<b>Background Documents</b>
	<ul style="list-style-type: none"> <li>• Performance Improvement Plan 2018-19</li> </ul>



# Newry, Mourne and Down District Council

## Performance Improvement Plan 2018-19

### Mid Year Assessment



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## Introduction

This report provides an overview of the Council’s progress in implementing the performance improvement objectives between April-September 2018. Where possible, performance has been tracked against the targets set within the Performance Improvement Plan 2018-19.

### Performance Improvement Objectives 2018-19

- 1. Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities**
- 2. Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination**
- 3. Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in**
- 4. Create a cleaner, greener, more attractive District**
- 5. Encourage and empower local communities to participate in Council engagement structures and initiatives**

#### Legend

Status	
	Target or objective achieved / on track to be achieved
	Target or objective partially achieved / likely to be achieved / subject to delay
	Target or objective not achieved / unlikely to be achieved

It should be noted that the information contained within this report may be subject to change when the results are verified, validated and reported through the annual Assessment of Performance which will be published by 30 September 2019.

## Progress at a glance

Performance Improvement Objective	Progress	Status
Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities	Down Leisure Centre on track to open in November 2018	
	Increased attendances at Council leisure facilities	
	Since 2017-18, 31 capital schemes at Council Sports Facilities complete	
	Mayobridge Play Park opened in September 2018	
	Albert Basin Task and Finish Working Group established	
Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination	SEAFLAG 2 programme launched	
	75 jobs promoted through business start-up activity	
	Belfast Region City Deal secured	
	Four of the five Giant Adventure Festivals have taken place	
	Preparation of the Arts, Culture and Heritage Strategy underway	
	UNESCO Global Geopark status being progressed	
Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in	Warrenpoint Municipal Park restored and re-opened	
	Revitalisation and environmental improvement schemes commenced	
	Late night bus pilot from Newry to Crossmaglen and Kilkeel launched	
	Consultation on the Local Development Plan Preferred Options Paper complete	
	Improved processing times for planning applications	
Create a cleaner, greener, more attractive District	Downpatrick Household Recycling Centre on track to complete by Q4 2018-19	
	£13k awarded to 7 environmental improvement projects	
	Preparation of the Dog Fouling Strategy underway	
	Blue Flag status for Tyrella, Cranfield and Murlough Beaches	
	Reduction in street cleanliness score	
Encourage and empower local communities to participate in Council engagement structures and initiatives	52% of places on the 5 community engagement structures are taken by representatives from the voluntary, business and community sectors	
	1,500 visits to the Ethnic Minority Support Centre in Newry	
	2,676 devices fitted to 285 homes through the 'Home Secure' scheme	
	£1.4m awarded through the Financial Assistance Scheme	






## Performance Improvement Objective 1



### Encourage healthy lifestyles through increased participation in leisure, sport and recreational activities

#### Senior Responsible Officer: Director of Active and Healthy Communities

##### Progress:

- Down Leisure Centre is on track to open in November 2018, and the Council is exploring opportunities to maximise commercial income through a customer loyalty scheme, member referrals and revised pricing and programming arrangements.
- The 'NMD Be Active' app, which enables users to book classes and track their physical activity online, has been launched across all leisure centres.
- The new outdoor leisure identity is in place and the review of the Council's outdoor leisure facilities is almost complete.
- Nine capital schemes within year two of the Sports Facility Strategy are complete, with improvements being delivered at Killough, Drumaness and Strangford football pitches.
- The new play park in Mayobridge opened in September 2018, and funding has been awarded towards 16 additional play parks through the Rural Development Programme.
- The terms of reference and governance arrangements for the Albert Basin Task and Finish Working Group have been agreed and the group has been allocated a budget of £86k to consider options to progress the development of a park in Newry City.
- The Activity, Promotion and Development Plan is scheduled to be considered by the Play and Leisure Partnership in November 2018, and will be published on the Council's website, social media channels and 'NMD Be Active' app, once approved.
- Newry Leisure Centre was named winner in the Regeneration Category at the Royal Institute of Chartered Surveys Awards in May 2018.

Measure of Success	2018-19		Status	Explanatory note
	Target	YTD Actual		
2.6 % increase in the number of participants using indoor leisure facilities	1,473,781 attendances	835,433 attendances		The Council has achieved 57% of the 2018-19 target. Overall, attendance levels across indoor leisure facilities have increased by 5.5% when compared to Q1 and Q2 2017-18, including a 27% increase at Newry Leisure Centre.
9% increase in the number of participants using Down Leisure Centre (DLC)	209,862 attendances	116,612 attendances		The Council has achieved 56% of the 2018-19 target. Whilst attendance levels have reduced when compared to Q1 and Q2 2017-18, further increases are anticipated when DLC opens in November 2018.
Level of user satisfaction with	NLC	70%		Satisfaction levels across the six leisure centres range from 64% in Down Leisure Centre to
	St Colman's	74.8%		

selected indoor leisure facilities	Newcastle Centre	71.2%		85% in the Ballymote Centre, and compare favourably to the UK average of 73.19%. Improvement plans are currently being developed to address the key issues raised through the consultation.
	Ballymote Centre	84.8%		
	DLC	64.3%		
	KLC	76.1%		
Number of children and young people engaged in Community Play and other health and wellbeing initiatives	-	697		Between April-August 2018, 697 children and young people took part in 'outdoor' and 'arts' community play sessions across all DEA's. This is supplemented by the community play sessions which are delivered by those community groups which participated in the training and capacity building programme which has been delivered by the Council.
Number of participants from targeted groups involved in physical activity programmes	<b>EBA 2020</b>	<b>Target</b>		The Council continues to work with the Everybody Active delivery partners to provide a range of programmes including Couch to 5K, tai chi, yoga and danderball. Whilst participation to date falls below target, further increases are anticipated during Q3 and Q4 2018-19. The final validated participation levels across every category within the EBA Programme will be reported at the end of the financial year by Sport NI.
	Total participants	8,280		
	Women and Girls	4,802		
	Sustained participation	2,566		
	People with a disability	1,407		
	High social need	2,815		

\*EBA 2020 is the regional Everybody Active Programme.

## Performance Improvement Objective 2







Improve economic growth by creating new business starts, supporting the growth of existing businesses and promoting Newry, Mourne and Down as a premier tourist destination


**Senior Responsible Officer: Director of Enterprise, Regeneration and Tourism**

<b>Progress:</b>
<ul style="list-style-type: none"> <li>In September 2018, 400 delegates attended the 'Innovation Nation' conference in Newry and 200 pupils from 14 post primary schools across the District took part in the 'Day of Ambition' event.</li> </ul>



- A City Deal for the Belfast Region has been secured, following an announcement by the Chancellor of the Exchequer as part of the 2018 Autumn Budget Statement. This City Deal will ensure that the Council is in a position to progress strategic projects such as the Southern Relief Road, Regeneration of Newry City, Newcastle Gateway to the Mourne and digital connectivity initiatives within the next 10 year period.
- Through the CREST Skills Enhancement Programme, which concluded in June 2018, 163 participants enrolled on courses, 130 completed their programme of study, 129 achieved qualifications in areas such as food safety and book-keeping and 19 gained employment.
- Almost 60 participants are currently accessing training and business development opportunities through a range of programmes, including Work4U Plus, Exploring Enterprise and Innovate Accelerate.
- The development of the Arts, Culture and Heritage Strategy, which aims to drive growth and sustained participation in cultural venues and initiatives, is well underway.
- Engagement with 45 tourism and hospitality businesses through six cluster groups facilitated the development of ten unique destination experiences across the Mourne and Ring of Gullion, all of which were well received at the 'Meet-the-Buyer International Tour Operator' workshop in April 2018.
- The Communication Plan around UNESCO Global Geopark status is being implemented, and includes media briefings, drop in sessions, themed talks and participation in geological activities at key events across the District. The Council also attended the 8<sup>th</sup> International Conference on UNESCO Global Geoparks 2018 in Italy.
- Slieve Gullion Forest Park was awarded a 4 star rating from Tourism NI for visitor attraction and Kilbroney Forest Park was awarded a Green Flag for exceeding environmental standards for green space management and visitor facilities.

Measure of success	2018-19		Status	Explanatory note
	Target	YTD Actual		
Number of business plan applications approved	295	123		Through the NI 'Go For It' programme, the Council achieved 41% of the target around business plan approvals, 41% of the target around new business starts and 48% of the target around jobs promoted through business start up activity. Since the programme commenced in September 2017, 48% of clients have been in full-time or part time employment and the most popular sectors in which to start a business are 'services' and 'accommodation and food'.*
Number of new business starts	200	83		
Number of jobs promoted through business start-up activity ( <i>statutory performance indicator</i> )	155	75		
Number of new social enterprise start ups	8	3		Through the Social Enterprise Programme 2018-19, the Council achieved 37.5% of the start-up target, 50% of the jobs created target and 20% of the volunteers recruited target. Progress made during Q1 and Q2 will support the achievement of the annual targets, as Q3 and Q4 are
Number of new social enterprise jobs created	12	6		
Number of new volunteers recruited	30	6		

				traditionally busier periods for the programme.
Number of community groups and organisations provided with business support	40	12		The Council achieved 30% of the 2018-19 target, and further increases are anticipated when the workshops with community groups are rolled out between October 2018 - March 2019.
Number of visitors to Giant Adventure festivals (total)	-	-	-	Four of the five Giant Adventure Festivals have taken place (Footsteps in the Forest, Festival of Flight, Skiffie Festival and Wake the Giant). The impact of each event is currently being evaluated, and will be reported in more detail through the annual Assessment of Performance 2018-19.
Total estimated spend associated with Giant Adventure festivals	-	-	-	
Level of visitor satisfaction with Giant Adventure festivals (average)	-	-	-	
Growth rate per annum in overnight expenditure in Newry, Mourne and Down	NI Target (Annual) 6%	NMD 2018 (Actual) 48.4%		The general regional target for growth in overnight expenditure is 6%. Newry, Mourne and Down exceeded this target in 2016 and 2017, when there was an increase of 26.8% and 48.4% respectively.
	<b>2020 target</b>	<b>YTD Actual</b>		
Number of new micro and small rural businesses created in rural areas	55	4	-	£1m has been awarded to 31 projects through calls one and two of the Rural Business Investment Scheme, and call three is currently underway. It should be noted that, whilst there is a 'lag' between the initiation of the programme and the subsequent creation of businesses and jobs, it is anticipated that the targets set will be achieved by the end of the five year Rural Development Programme in 2020.
Number of micro and small businesses supported in rural areas	30	15	-	
Number of new jobs created in rural areas	147	5.5	-	
Number of new jobs created in fishing dependent communities by 2020	55	-	-	The £2.3m SEAFLAG 2 programme opened for expressions of interest in July 2018, and a series of information sessions were held in Ardglass, Kilkeel and Portavogie to promote available funding opportunities. To date eleven expressions of interest have been received, with eligible projects working towards the submission of a full application. Performance measures and targets will be measured throughout the lifetime of the SEAFLAG 2 programme.
Number of new businesses created in fishing dependent communities by 2020	22	-	-	
Number of new qualifications and	130	-	-	



skills achieved through SEAFLAG 2 BY 2020				
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\*YTD actuals for business plan applications, new business starts and jobs promoted through business start-up activity relate to April-August 2018. The 2018-19 targets for business plan approvals and new business starts have been amended to reflect the Service Level Agreement received from the delivery agents.




## Performance Improvement Objective 3

Deliver urban and rural regeneration initiatives that will create a District where people want to live, work and invest in


**Senior Responsible Officer: Director of Enterprise, Regeneration and Tourism**

Progress:
<ul style="list-style-type: none"> <li>Warrenpoint Municipal Park re-opened in August 2018, with upgraded facilities including a children's play area, tennis court and the restored original bandstand.</li> <li>Letters of Offer to progress the revitalisation schemes in Newry and Warrenpoint, and the environmental improvement scheme in Downpatrick, have been issued. All schemes are now underway and scheduled to complete by March 2019.</li> <li>The final phase of the Forkhill Masterplan is being progressed, following community support for the installation of one play area in the centre of the village, as opposed to upgrades at two existing parks. The planning application has been submitted, and the new park is scheduled to complete by March 2019.</li> <li>Applications for Rural Development Village Renewal funding are being developed, and include proposals for seven environmental improvement projects and 16 gateway projects.</li> <li>The Council has procured a design team to progress the proposals around the regeneration of the Derrymore Demesne, which will include recreational walking trails and a play area.</li> <li>In partnership with Newry BID and Translink, the Council launched a late night bus pilot from Newry to Crossmaglen and Kilkeel in September 2018. The service commenced on 5 October for a period of 12 weeks and uptake is being promoted through an integrated programme of activity.</li> <li>The Council continues to promote the Gigabit Voucher Scheme to local communities and businesses, and is engaging suppliers to encourage uptake of the service.</li> <li>Through Digital NMD, 252 participants attended 9 events which explored the benefits of new and emerging technologies for small businesses, focusing on themes such as cyber security, social media and Digital Strategy*.</li> <li>The 12 week consultation on the Local Development Plan Preferred Options Paper took place between 1 June and 24 August, and the results are currently being analysed.</li> </ul>

Measure of success	2015-16 Actual	2019-20 Target	2020-21 Target	Status	Explanatory note
34% increase in the number of visitors to Warrenpoint Municipal Park	20,865	27,900	35,000	-	The baseline data was collated in 2015-16 and the next survey will be carried out in Q2 2019-20.

6% increase in visitor satisfaction with Warrenpoint Municipal park	68%	74%	80%	-	The baseline data was collated in 2015-16 and the next survey will be carried out in Q2 2019-20.
9% increase in the number of people who believe Warrenpoint Municipal park enhances their quality of life	31%	40.5%	50%	-	The baseline data was collated in 2015-16 and the next survey will be carried out in Q2 2019-20.
Level of footfall, improved business/visitor perception and reduced/sustained vacant properties by 2020-2021, following the completion of the Newry, Warrenpoint and Downpatrick environmental improvement and revitalisation schemes	-				The environmental improvement and revitalisation schemes in Downpatrick, Newry and Warrenpoint have commenced, and the post project evaluation of each scheme will be carried out in 2020.
Percentage of planning enforcement cases that are processed within 39 weeks ( <i>statutory performance indicator</i> )	<b>Standard</b>	<b>Q1 Actual</b>			Whilst the percentage of enforcement cases processed within 39 weeks has increased by 5.9% when compared to Q1 2017-18, performance remains below the current regional average of 79.3% and the statutory standard has not been achieved.
	70%	62.2%			
Average processing time of major planning applications ( <i>statutory performance indicator</i> )	<30 weeks	48.6 weeks			The 2018-19 Q1 processing time for major planning applications is well below the regional average of 67.6 weeks and has improved by 43.2 weeks when compared to Q1 2017-18, and 111.4 weeks when compared to Q4 2017-18. 20% of major planning applications were processed within 30 weeks, compared to 0% during Q1 2017-18. However, it should be noted that the processing time for one legacy planning application was 179.4 weeks compared to 45 weeks for Council received applications, which has increased



				the average processing time to 48.6 weeks.
Average processing time of local planning applications <i>(statutory performance indicator)</i>	<15 weeks	15.4 weeks		Whilst the 2018-19 Q1 processing time for local planning applications is slightly above the regional average of 15.2 weeks, it has reduced by 2.8 weeks when compared to Q1 2017-18, and the Council is on track to meet the statutory standard. 48.5% of local planning applications were processed within 15 weeks, which represents a 5.6% improvement from the same period last year. However, it should be noted that the average processing time for six legacy planning applications was 250 weeks, compared to 15.2 weeks for Council received applications, which has increased the average processing time to 15.4 weeks.

\*Digital NMD events took place between March-October 2018.

\*\*The 2018-19 Q1 planning statistics remain provisional and will be finalised when the Department for Infrastructure releases the 2018-19 Annual Report in June 2019.






## Performance Improvement Objective 4

Create a cleaner, greener, more attractive District


**Senior Responsible Officer: Director of Neighbourhood Services**

<b>Progress:</b>
<ul style="list-style-type: none"> <li>• In June 2018, Elected Members explored a potential model for the future design of the Neighbourhood Services initiative. The (Officer) Neighbourhood Services Project Board has been established and the Terms of Reference for the (Elected Member) Neighbourhood Services Working Group have been approved.</li> <li>• Over £13k has been awarded to seven environmental improvement projects through the 'Down Your Street – Live Here Love Here' initiative.</li> <li>• The development of the Dog Fouling Strategy is well underway, and the public campaign to raise awareness around the detrimental impact of dog fouling and littering will commence in Q3 2018-19.</li> <li>• 63 schools across the District have Green Flag status, 33 have silver awards and 16 have bronze awards. Ten schools also attended the Chairperson's annual Green Flag reception which celebrates the achievements of the eco schools programme.</li> <li>• Tyrella, Cranfield and Murlough Beaches achieved Blue Flag status.</li> <li>• In April 2018, 19 primary and 4 post primary schools took part in the Environmental Youth Speak competition which stimulated debate on the topics of 'Food Waste: Brown is the new Black' and 'If I was Minister for the Environment for a day, I would...'</li> <li>• The Council continues to promote environmentally friendly practices and has assisted with 36 community clean ups and organised visits to 69 schools and 14 summer schemes to raise awareness around recycling and waste management.</li> </ul>

- The Downpatrick Household Recycling Centre is on track to complete in Q4 2018-19.
- The standardisation process for glass recycling will commence implementation in April 2019, with glass being included in the blue bins of all households.

Measure of Success	2018-19		Status	Explanatory note
	Standard	Q1 Actual		
Percentage of household waste collected that is sent for recycling <i>(statutory performance indicator)</i>	50% by 2020	-	-	Data will be published through the DAERA Annual Report 2018-19 and reported through the Assessment of Performance in September 2019.
Amount of biodegradable municipal waste that is landfilled <i>(statutory performance indicator)</i>	<22,314 tonnes	-	-	
Amount of Local Authority Collected (LAC) Municipal Waste arisings <i>(statutory performance indicator)</i>	85,500 tonnes	-	-	
	<b>Target</b>	<b>YTD Actual</b>		
Reduction in black bin waste collected	-	15,251 tonnes		There has been a 19% reduction in black bin waste when compared to April-September 2017.
Increase in blue bin waste collected	-	5,760 tonnes		There has been a 7% increase in blue bin waste when compared to April-September 2017.
Increase in brown bin waste collected	-	9,531 tonnes		There has been a 34% increase in brown bin waste when compared to April-September 2017.
Amount of general waste arisings at Household Recycling Centres	Target to be established			The Council is currently setting targets around the reduction in waste arisings at Household Recycling Centres, which will be introduced and monitored in 2019-20.
Percentage of bins collected on their scheduled day	Baseline to be established			The methodology to calculate the percentage of bins collected on their scheduled day is currently being developed and will be monitored as part of the Neighbourhood Services Transformation Project.



Level of street cleanliness across the district	-	66		Keep NI Beautiful carried out Cleaner Neighbourhoods Surveys in August 2017 and April 2018, during which time the LEAMS score decreased from 72 to 66, and falls below the average regional score of 73. This can largely be attributed to increased levels of dog fouling and littering in the greater Newry area.
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\*YTD actuals for black bin waste, mixed dry recyclables and brown bin waste remain provisional and will be finalised when DAERA publishes the 2018-19 Annual Report in November 2019.






## Performance Improvement Objective 5






Encourage and empower local communities to participate in Council engagement structures and initiatives

**Senior Responsible Officer: Director of Active and Healthy Communities**

### Progress:

- A training needs analysis, which has been carried out with members of the District Electoral Area (DEA) Fora, will be used to support the development of an integrated capacity building programme around leadership, good relations and media handling.
- Of the 196 places currently occupied through the Council's engagement structures, 52% are taken by representatives from the voluntary, business and community sectors, 28% by Elected Members and 20% by statutory organisations.
- Local communities have participated in the following programmes:
  - 102 participants on the PEACE IV History Summer Scheme
  - 120 post primary school pupils from the Newry and Slieve Gullion DEA's took part in the 'Shared Schools' programme
  - 90 primary school pupils from the Downpatrick DEA took part in the Culture Programme
  - 10 young people took part in a four week youth intervention DJ Course
- In September 2018, Newry, Mourne and Down achieved Age Friendly status from the World Health Organisation. NMDDC public buildings are also set to become dementia friendly, and phase 1 is scheduled to commence in November 2018 with staff training.
- The Ethnic Minority Support Centre in Newry continues to host weekly clinics in the Downshire Civic Centre and Sean Hollywood Arts Centre, as well as an Arabic clinic for the local Muslim community. Over 50 Bulgarian, Polish and Romanian families attended information sessions which focused on issues such as universal and tax credits, driving regulations and bin usage.
- Six partner organisations have allocated a total of £14k towards two 'participatory budgeting' pilot programmes. Through the first programme, which took place in October 2018, six groups were awarded a total of £3k to deliver community based projects in their locality. The second programme is scheduled to take place in November 2018.

Measure of Success	2018-19		Status	Explanatory note
	Target	YTD actual		
Number of meetings and public engagement events	-	94		The five community engagement structures continue to meet on a regular basis and have hosted a range of public engagement events which focused on themes such as housing, mental health and neighbourhood watch.
Number of events delivered	-	64		The community engagement structures have organised 64 events, including the annual Mourne Mountain Adventure which 300 young people took part in, three Drug and Alcohol Awareness events which almost 400 young people attended, a range of events during Men's Health Week which attracted 191 participants, five internet safety and cyber crime events which over 70 people attended and the Meadowlands Fun Day in the Downpatrick DEA which 100 people attended.
Number of events supported	-	56		The community engagement structures have supported 56 events, including the Golden Globes in Saintfield, Kilbroney Vintage Show, Newry Show, Castlewellan Show, opening of the Ballynahinch MUGA Pitch, MELA Intercultural Festival and the 'Back to School' initiatives which took place across a number of DEA's.
Number of capacity building programmes	-	5		Through the community engagement structures, five capacity building programmes have been delivered, including the financial assistance workshops which 61 people attended and the Slieve Gullion Good Relations Programme which 25 women took part in.
Number of visits to Ethnic Minority Support Centre	-	1,500		Between March-September 2018, the Ethnic Minority Support Centre in Newry recorded 1,500 visits from black and minority ethnic communities who received advice on issues including employment, housing, universal credit and residential rights.

The effectiveness of Council run community engagement structures in facilitating stakeholder participation	-	-		52% of the 196 places currently occupied through the Council's engagement structures are taken by representatives from the voluntary, business and community sectors. This demonstrates the Council's commitment to working alongside key stakeholders, enabling them to inform the local decision-making process and have their say in shaping the future of the district.
Number of Neighbourhood Watch Schemes	-	176		The number of Neighbourhood Watch Schemes has slightly reduced from 177 since March 2018.
Number of beneficiaries of the 'Home Secure' scheme	-	285		285 homes were secured with 2,676 devices, 45% of which were window alarms. The majority of the homes secured with devices were in the Mournes DEA (92) and Newry DEA (49).
		2,676		
Number of beneficiaries of the 'Good Morning, Good Neighbour' scheme	-	315 users		315 registered users, including 35 new referrals, received 21,072 calls through the scheme. 67 active volunteers are currently registered on the scheme, and have been offered support on call handling and desktop access.
		21,072 calls		
Number and percentage of financial assistance projects funded and successfully delivered	-	611 applications		Through calls one and two of the Financial Assistance Scheme, the Council received 611 applications, 73% of which were awarded a total of £1,496,880 across a range of themes including tourism, Christmas illuminations, community engagement, community safety and good relations.
		73% success rate		



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**DAO (DoF) 04/18**

**19 November 2018**

**Dear Accounting Officer**

## **FRAUD PROOFING GUIDANCE**

### ***Introduction***

1. The purpose of this DAO is to issue further guidance on the need to consider and carry out fraud proofing when developing new systems, policies or programmes so that potential fraud risks are identified at an early stage and effective countermeasures developed and integrated into the design and operation of such systems etc.
2. It may also be a useful source of guidance when considering existing systems, policies or programmes etc.

### ***Background***

3. Managing Public Money (NI) Chapter 4 already advises that safeguards to encourage proper and accurate of resources, prevent misuse and counter fraud should be considered when planning policies and projects. The “Managing the



Risk of Fraud Guide" (DAO (DFP) 06/11 issued in December 2011) also sets out the need to consider the risk of fraud in new policy development areas.

4. However it has been considered that it would be useful to provide departments with some more definitive guidance on how this can be undertaken. DoF's Group Internal Audit and Fraud Investigation Service has therefore developed the attached guidance (Annex A) to assist departments etc undertake fraud proofing exercises. This has been reviewed by the NICS Fraud Forum.

### **Action**

5. The guidance at Annex A of this DAO on fraud proofing should be brought to the attention of relevant staff in your department, agencies and relevant Arm's Length Bodies.

### **Queries**

6. Any queries regarding the application of this guidance should be directed to Michelle Anderson – [michelle.anderson@finance-ni.gov.uk](mailto:michelle.anderson@finance-ni.gov.uk); telephone: 028 90520053; Extension 20053.

**Yours sincerely**



**STUART STEVENSON**

## Annex A

**FRAUD PROOFING GUIDANCE****1. Introduction**

- 1.1 Fraud is an ever-present threat and may occur internally or externally. It can be perpetrated by staff, consultants, suppliers, contractors, development partners, members of the public, users and recipients of services, and organisations. This can be done at an individual level or in collusion with other parties.
- 1.2 The consistent application of management controls is the most effective way of mitigating against fraud, therefore, it is vital that the controls established address the fraud risks within policies, programmes and systems (hereafter collectively referred to as systems).
- 1.3 It is therefore important when developing new systems that potential fraud risks are identified at an early stage and effective countermeasures developed and integrated into the design and subsequent operation.
- 1.4 This process is commonly referred to as 'fraud proofing'.

**Fraud Risk Assessment**

- 1.5 The more fraud risks that are identified and measures taken to address them at the outset, the less chance there is that such systems/activities are at risk of being open to fraud. When assessing fraud risks organisations need to consider all the different ways a fraudster could exploit the system/activity. This can be difficult when organisations or individuals are not used to thinking in that way.
- 1.6 Many new systems will be common or standard, or have common elements and there is a wealth of information available regarding the types of risks and controls which should be considered for such systems. This information is a good starting point, however, thought should also be given to whether risks exist beyond those already identified in similar systems. The Managing the Risk of Fraud guide contains some examples of risks within systems and controls that can be put in place to prevent such risks occurring.
- 1.7 Fraud risks in new, innovative or completely different systems/activities may point to other risks needing to be considered. It is therefore worth trying to think creatively or unconventionally to see if other, previously unidentified or unimagined risks can be identified.

- 1.8 Innovative schemes may be particularly vulnerable to fraud as there may be no previous information about the potential risks and the risks themselves may be hard to envision. In this situation, thinking creatively or unconventionally may be particularly important to help identify potential fraud risks. In addition it is good practice to undertake a pilot exercise in relation to complex or innovative systems, policies or programmes to help ensure that fraud risks are comprehensively identified.
- 1.9 Programmes with complex rules of entitlement can increase the risk of fraud as it can be difficult for staff to police effectively and it may be easier for fraudsters to misrepresent their circumstances and, if discovered, claim that it was a genuine error. Where the level of complexity cannot be reduced, it is vital that clear guidelines are established to ensure the public and particularly staff understand the requirements.
- 1.10 As part of the fraud risk assessment, organisations should consider all the different parties who could commit fraud as the type of controls put in place may be different depending on the nature of the perpetrator. The list of potential external perpetrators will include those who directly interact or benefit but may also include representatives, agents and others who may try to impersonate legitimate clients.
- 1.11 While it may not be comfortable to consider that colleagues could be capable of committing fraud, when assessing fraud risks it is important to consider how fraud could be committed internally, including how members of staff could collude with external parties to commit fraud.

### **Addressing Risks**

- 1.12 Once fraud risks have been identified, the next step is to determine how best to address these risks. In designing control it is important that the controls put in place are proportional to the risk. In most circumstances it is sufficient to design control to provide **reasonable** assurance that the risk will be mitigated.
- 1.13 The Orange Book : Management of Risk – Principles and Concepts highlights that there are 5 aspects to addressing risk (including fraud risk):
  - Treat – This is where action is taken to manage the risk to an acceptable level. The greatest number of risks will be addressed this way.

- Tolerate – The risk may be tolerable without any action being taken. Even if the risk is not tolerable, the ability to do anything about some risks may be limited or the costs disproportionate to the potential benefit.
  - Transfer – The best way to respond to some risks may be to transfer them, for example through insurance.
  - Terminate – Some risks will only be containable through terminating the activity. The option of termination may be limited in overall terms, however, this may be a useful consideration in relation to specific aspects of a new system.
  - Take the opportunity – this is something which should be considered when tolerating, treating or transferring risk – does an opportunity arise to exploit positive impacts?
- 1.14 There are different types of controls which can be utilised, depending on the nature of the risk:
- Preventative – limit the possibility of an undesirable outcome.
  - Detective and Corrective – identify and correct undesirable outcomes which have been realised.
  - Directive – designed to ensure a particular outcome is achieved.
- 1.15 The Orange Book contains further guidance on identifying, assessing and addressing risks.

### **Monitor and Review**

- 1.16 It is important to recognise that control measures may not be wholly effective in preventing fraud. Therefore, on-going monitoring and review is an important aspect of any system. It is vital that new systems are subject to monitoring and review at an early stage. This will help determine whether the controls established have been effective in countering the fraud risks identified during development. Early review is particularly vital in relation to complex or innovative schemes.
- 1.17 During the development of new systems, consideration should be given to how the effectiveness of the system will be monitored and reviewed with appropriate arrangements established and embedded within the system. Specifically in relation to fraud prevention and detection this could include:



- Management checks;
- Exception reporting;
- Analysis to identify anomalies;
- Trend analysis; and
- On-going risk analysis.

### **Sources of Help**

- 1.18 When considering fraud risks within new areas there are a range of teams/individuals who will be able to provide advice:
- Counter fraud specialists;
  - Internal audit;
  - Subject matter experts (e.g. procurement, grants,); and
  - Teams operating similar policies, programmes or systems.
- 1.19 Input from these team/individuals should be sought during the development of the system to ensure that any insight they have to offer can be incorporated within system design during the development.
- 1.20 There is also a range of guidance available to assist with identifying, assessing and addressing fraud.
- 1.21 A basic checklist is also attached at which can be used by organisations when establishing or creating a new system, policy of programme. It is good practice to consider the “fraud proof-ness” of such new systems/activities and to formally record this assessment and any actions arising from it.

### ***Orange book -***

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/220647/orange\\_book.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220647/orange_book.pdf)

### ***Managing the Risk of Fraud (NI)***

<https://www.finance-ni.gov.uk/sites/default/files/publications/dfp/daodfp0611att.pdf>

### ***Managing the Risk of Fraud in a Changing Environment***

<https://www.finance-ni.gov.uk/sites/default/files/publications/dfp/fddfp0915att.pdf>

### FRAUD PROOFING CHECKLIST

Questions	Free text to be completed by business area
Have we identified and understood what the new system/policy/programme actually is?	
Have we identified the risks associated with such an activity?	
Have we identified who may try to abuse/defraud the system/activity?	
Have we considered the controls that we need to put in place to prevent this?	
Have we engaged with relevant experts to assist us in this process?	
Has this process been formally documented and approved?	
Have the risks associated with the system/activity been included in relevant registers?	
Has the need to run a pilot been sufficiently considered?	
Has responsibility for reviewing the activity been allocated: <ul style="list-style-type: none"> <li>• to a specific post holder?</li> <li>• within a specific timeframe?</li> </ul>	
Has feedback from pilots or short term operation of the activity been considered and remedial action taken where required?	
Are there arrangements in place for the results of such reviews in place to report back to senior management?	