Comhairle Ceantair an Iúir, Mhúrn agus an Dúin
Newry, Mourne and Down District Council

January 27th, 2026

Notice Of Meeting

You are requested to attend the meeting to be held on **Thursday, 29th January 2026** at **2:00 pm** in **Mourne Room, Downshire Civic Centre.**

Committee Membership 2025-26

Ms Brona Slevin **Independent Chairperson**

Councillor C Bowsie

Councillor P Byrne

Councillor J Brennan

Councillor L Devlin

Councillor M Gibbons

Councillor O Hanlon

Councillor T Howie

Councillor C King

Councillor K Murphy

Councillor S O'Hare

Agenda

1.0 Apologies and Chairperson's Remarks

2.0 Declarations of Interest

3.0 Action Sheet arising from Audit Meeting held on 25 September 2025

Audit Committee Action Sheet 2025_09_25.pdf *Page 1*

4.0 Update of Members Interests

Update of Members Interests.pdf *Page 5*

Performance

5.0 Mid-Year Assessment of 2025/26

Cover Report Mid Year Progress Report PIP 2025-26.pdf *Page 7*

Appendix 1 - PIP Mid Year Progress Report April-September 2025.pdf *Page 9*

Corporate Services (OPEN SESSION)

6.0 Risk Management Strategy - Review of Risk Appetite

Risk Management Appetite Review.pdf *Page 23*

Appendix 1 - NMDDC Risk Appetite Statement Jan 2026.pdf *Page 26*

7.0 Corporate Risk Register – ERT Directorate Risk Register also to be tabled

Corporate Risk Register 29 Jan 2026.pdf *Page 32*

Appendix 1 - CRR Overview - Jan 2026.pdf *Page 35*

Appendix 2 - CRR - January 2026.pdf *Page 36*

Appendix 3 - ERT Overview - January 2026.pdf *Page 65*

Appendix 4 - ERT Risk Register - Jan Audit 2026.pdf *Page 66*

8.0 Prompt Payment Statistics

Prompt Payments Report Q2 Q3 - 202526.pdf ***Page 79***

9.0 ICO guidance issued in respect of Senior Officers' Declarations of Interest

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Audit Committee - Declaration of Interests.pdf ***Page 82***

10.0 Planning Update

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Planning Department Update Jan 26.pdf ***Page 85***

Corporate Services (CLOSED SESSION)

11.0 Update on Audit Recommendations

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Follow up of Audit Recs.pdf ***Not included***

Appendix 1 - Legacy IA recommnedations.pdf ***Not included***

Appendix 2 - H&S Advisory review.pdf ***Not included***

Appendix 3 - IA Recommendations 202122.pdf ***Not included***

Appendix 4 - 202223 IA Recommendations.pdf ***Not included***

Appendix 5 - 202324 IA Recommnedations.pdf ***Not included***

Appendix 6 - External Audit Follow Up.pdf ***Not included***

12.0 Direct Award Contracts

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Audit - DAC Report - Q3.pdf	***Not included***
Appendix 1 Q3 DAC Activity Register 25-26.pdf	***Not included***
Appendix 2 Q3 Active DAC register for Financial Year Ending 31-03-2026 as at 31-12-2025.pdf	***Not included***

13.0 Procurement Action Plans

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Audit - PAP Cover Report - Q3.pdf	***Not included***
Appendix 1 - Copy of Procurement Action Plan - January 2026 SE Update.pdf	***Not included***
Apprendix 2 - Copy of Procurement Action Plan - January 2026 SE Update.pdf	***Not included***
Appendix 3 - Corpoarte Services PAP.pdf	***Not included***
Appendix 4 - Healthy Living PAP.pdf	***Not included***
Appendix 5 - ERT PAP.pdf	***Not included***

14.0 Update on Fraud and Raising concerns (NFI update also)

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Fraud and Raising Concerns update new.pdf	***Not included***
Appendix 1 - Fraud and Raising Concerns Register Sept 2025.pdf	***Not included***
Appendix 2 - NFI Matches Results.pdf	***Not included***

15.0 Mourne Mountain Gateway Project Update

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Audit Report - MMGP (002).pdf ***Not included***

NIAO (CLOSED SESSION)

16.0 Report to Those Charged with Governance 2025/26

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

NMD 2024-25 Final RttcwG cover letter.pdf ***Not included***

Final RTTCWG Newry Mourne and Down District Council 2024-25.pdf ***Not included***

17.0 Annual Audit Letter 2025/26

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

AAL Cover letter - NMD - 041225.pdf ***Not included***

Annual Audit Letter_24-25 - NMDDC - 041225.pdf ***Not included***

18.0 Audit and Assessment Report 2025/26 – S95

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

Cover Letter - Final NMD S95 report to Council - 011225.pdf ***Not included***

NMD Final S95 report 2025-26 - 011225.pdf ***Not included***

19.0 Local Government Auditors Report 2025

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

NI Audit Office Report - Local Government Auditor's Report 2025.pdf ***Not included***

Internal Audit (CLOSED SESSION)

20.0 ASM Summary Report

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

NMDDC Summary report - January 2026 to Audit Committee.pdf ***Not included***

20.1 Internal Audit Plan 2025/26

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

2025.26 NMDDC IA Plan - amendment January 2026.pdf ***Not included***

20.2 Leisure Centre

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

202526 - NMDDC - Leisure Centres General Financial Review - Final Report.pdf ***Not included***

20.3 Economic Development and Inward Investment

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

2025.26 NMDDC - Review of Economic Development and Inward Investment - Final Report.pdf ***Not included***

20.4 Planning – Management of Planning Applications

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

2025.26 NMDDC - Management of Planning Applications - Final Report.pdf ***Not included***

20.5 Preparation for the Implementation of the Procurement Act

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014 – information relating to the financial or business affairs of a particular person and the public may, by resolution, be excluded during this item of business

202526 NMDDC - Preparedness for the Procurement Act 2023 - Final Report.pdf Not included

Circulars

21.0 Consolidated Councillor Allowances

Circular LG 17 2025 - Consolidated Councillor Allowances updated Oct 2025.pdf Page 91

22.0 Designation of Local Government Auditor

LG 20- 25 - Designation of Local Government Auditor.pdf Page 98

Invitees

Cllr Terry Andrews

Cllr Callum Bowsie

Mr Caolain Boyd

Mr Padraig Brady (SumerNI)

Mr Stephen Brannigan (NIAO)

Cllr Jim Brennan

Lorraine/Emma Burns/McParland

Mr Gerard Byrne

Cllr Pete Byrne

Cllr Philip Campbell

Cllr William Clarke

Cllr Laura Devlin

Cllr Cadogan Enright

Cllr Killian Feehan

Cllr Doire Finn

Cllr Conor Galbraith

Cllr Mark Gibbons

Christine Hagan (SumerNI)

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Cllr Valerie Harte

Cllr Martin Hearty

Cllr Roisin Howell

Cllr Tierna Howie

Ms Catherine Hughes

Cllr Jonathan Jackson

Joanne/Noelle Johnston

Ms Suzanne Jones NIAO

Cllr Geraldine Kearns

Miss Veronica Keegan

Cllr Cathal King

Cllr Aurla King

Ms Elaine Kirk

Cllr Mickey Larkin

Cllr David Lee-Surginor

Cllr Alan Lewis

Cllr Oonagh Magennis

Cllr Aidan Mathers

Cllr Declan McAteer

Jonathan McGilly

Mr Martin McKibbin

Cllr Kate Murphy

Cllr Selina Murphy

Cllr Declan Murphy

Ms Catherine O'Hagan NIAO

Cllr Siobhan O'Hare

Cllr Áine Quinn

Cllr Henry Reilly

Cllr Michael Rice

Mr Peter Rooney

Cllr Michael Ruane

Mr Conor Sage

Ms Brona Slevin (Audit)

Cllr David Taylor

Cllr Jarlath Tinnelly

Cllr Jill Truesdale

Mrs Marie Ward

Cllr Helena Young

AUDIT COMMITTEE MEETING

Actions arising from Audit Committee Meeting – 19 September 2024

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/071/2024	Action sheet of Audit Committee from 31/07/2024	It was agreed that any training opportunities for Members be considered and tabled at a future committee meeting	S Taggart	Training will take place in March/April – awaiting availability of trainer.	N

Actions arising from Special Audit Committee Meeting – 23 May 2025

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/055/2025	Internal Audit	It was agreed to approve the Internal Audit Reports, to include the following: • Follow Up Report with officers providing a 6-month mid-year review on the 2024/25 actions/internal audit recommendations to the December Audit Committee • Refuse Collection Overtime Report • Newry BID Final Report with officers to provide an update report at the September Audit Committee Meeting	G Byrne	Mid-Year Follow up report tabled at the Audit Committee on the 25 September 2025. Final follow up paper to be tabled at the April 2026 Audit Committee in line with the Internal Audit Plan.	Y

Actions arising from Audit Committee Meeting –31 July 2025

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/060/2025	Action sheet of Audit Committee meetings of 8 and 25 May	It was also agreed that an update report re MMGP would be tabled at SPR and Audit Committee	C Mallon	Report tabled at the January 2026 Audit Committee.	Y

Actions arising from Audit Committee Meeting –25 September 2025

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AHC/079/2025	Action sheet of meeting held 31/07/25	It was agreed to note the action sheet	J Kelly	Noted	Y
AHC/080/2025	Assessment of Performance 25/26	It was agreed to note the Assessment of Performance 2024-25, including the summary document 'Our Performance Looking Back, Going Forward'.	G Byrne	Noted	Y
AHC/081/2025	Officer's Register of Interests	It was agreed that ICO guidance issued in respect of Senior Officers' Declarations of Interest be tabled at the next Audit Committee Meeting.	J Kelly	Paper tabled at the January 2026 Audit Committee.	Y

		It was agreed to note the Conflicts of Interest Policy as approved by Council in 2023	J Kelly	Noted	Y
AHC/082/2025	Corporate Risk Register, S&E Directorate also to be tabled	The following was agreed: •To approve the updates to the Corporate Risk Register highlighted within the summary at Appendix 1. Full Corporate Risk Register can be evidenced at Appendix 2. •To note the revised S&E Directorate Risk Register summary at Appendix 3, and detailed S&E Directorate Risk Register at Appendix 4.	J Kelly	CRR Approved and S&E DRR Noted	Y
AHC/083/2025	NMDDC Statement of Accounts 2024/25	It was agreed to Approve the Statement of Accounts for year ending 31 March 2025 for signing by the Chief Executive and Chairperson.	G Byrne	Approved	Y
AHC/084/2025	Report To Those Charged With Governance	It was agreed to note the draft Report To Those Charged With Governance 2024/25	G Byrne	Noted	Y
AHC/085/2025	Update of Audit Recommendations	It was agreed to note the progress in implementing both internal and external audit recommendations.	G Byrne	Noted	Y
AHC/086/2025	Direct Award Contracts Report	It was agreed to note the following: •The Q2 Financial Year ending March 2026 in relation to Direct Award Activity. •To note the DAC register as at 31 August 2025 •To note the developmental work bring carried out, including the Active DAC register as at 31 August 2025.	J Kelly	Noted	Y

AHC/087/2025	Procurement Action Plans	It was agreed to note the update and progress in relation to Procurement and the Directorate Procurement Action Plans	J Kelly	Noted	Y
AHC/088/2025	Update on Fraud & Whistleblowing	It was agreed to note the following: •The update in relation to fraud and raising concerns cases as detailed at Appendix 1 •The progress on actions arising from the NIAO Internal Fraud Risk self-assessment •The update in relation to the National Fraud Initiative	G Byrne	Noted	Y
AHC/089/2025	SUMER NI Summary Report	It was agreed to note the report, including HR Policy Review, PCSP Audit & Mid-Year Follow Up.	J Kelly	Noted	Y
AHC/090/2025	Internal Audit Plan 2025/26 Revision	It was agreed to approve the Internal Audit Plan 25/26 Revision	J Kelly	Approved	Y

Report to:	Audit Committee Meeting
Date of Meeting:	29 January 2026
Subject:	Update of Members' Interests
Reporting Officer (Including Job Title):	Sarah Taggart, Democratic Services Manager
Contact Officer (Including Job Title):	Sarah Taggart, Democratic Services Manager

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

For decision		**For noting only**	**x**

1.0	**Purpose and Background**
1.1	For Elected Members it is likely that from time-to-time private matters will impinge upon public duties. In such circumstances, Members should be aware that it is not appropriate to use public position or resources to deal with private matters or to pursue private interest. The Council has established a Register of Interests and by recording interests openly, any actual or potential conflicts of interest can be identified more easily.
2.0	**Key issues**
2.1	Councillors have a responsibility to regularly review their circumstances and determine if any change has occurred which should rightly result in a change to their declaration or facilitate the need for a new declaration. If this is the case, they should contact Democratic Services to have their form updated.
2.2	At the Audit Committee meeting in January 2021, it was agreed that Members should regularly review their Register of Interest Forms and that a six-monthly report be brought forward to the Audit Committee to ensure compliance.
2.3	As part of the Audit Recommendations, it has been agreed that all Members' forms are updated on a 6 monthly basis whether there are any amendments or not. This has been completed on 10 November 2025 and a further update will be done on 10 May 2026.
2.4	The online register has been adapted to reflect the changes and is up to date for all Members.
3.0	**Recommendations**
3.1	That Members: • Note the update provided on Members' Register of Interests.
4.0	**Resource implications**
4.1	None identified

5.0	**Due regard to equality of opportunity and regard to good relations (complete the relevant sections)**
5.1	***General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes*** It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations ☒
5.2	***Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision*** Yes ☐ No ☒ If yes, please complete the following: The policy (strategy, policy initiative or practice and / or decision) has been equality screened ☐ The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation ☐
5.3	***Proposal initiating consultation*** Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves ☐ Consultation period will be 12 weeks ☐ Consultation period will be less than 12 weeks (rationale to be provided) ☐
	Rationale:
6.0	**Due regard to Rural Needs (please tick all that apply)**
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service Yes ☒ No ☐ If yes, please complete the following: Rural Needs Impact Assessment completed ☐ If no, please complete the following: The policy / strategy / plan / public service is not influenced by rural needs ☒
7.0	**Appendices**
	None
8.0	**Background Documents**
	None

Report to:	Audit Committee
Date of Meeting:	29 January 2026
Subject:	Mid Year Assessment - Performance Improvement Plan 2025-26
Reporting Officer (Including Job Title):	Gerard Byrne – Assistant Director: Finance and Performance
Contact Officer (Including Job Title):	Catherine Hughes – Acting Head of Performance and Improvement

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

For decision		**For noting only**	**X**

1.0	**Purpose and Background**
1.1	Through the Performance Improvement Plan 2025-26 and Business Planning and Performance Management Framework, the Council makes a commitment to monitor, review and report performance on a regular basis. This report provides an overview of the Council's progress in implementing the performance improvement objectives between April-September 2025. Where possible, performance has been tracked against the targets set within the Performance Improvement Plan 2025-26.
2.0	**Key issues**
2.1	A significant number of 'supporting actions' and 'measures of success' within the Performance Improvement Plan 2025-26 are on track to be achieved. However, progress against the following has been limited: • There was a decrease in the rate of recycling and in increase in the tonnage of biodegradable waste sent to landfill. • The statutory standards for processing local and major planning applications were not achieved. Whilst performance for local planning applications decreased there was an improvement in the processing time for major planning applications and enforcement.
2.2	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 2026.
3.0	**Recommendations**
3.1	To note the: • Mid Year Assessment of the Performance Improvement Plan 2025-26
4.0	**Resource implications**
4.1	There are no financial resource implications within this report.
5.0	**Due regard to equality of opportunity and regard to good relations (complete the relevant sections)**

5.1	***General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes*** It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations ☒
5.2	***Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision*** Yes ☐ No ☒ If yes, please complete the following: The policy (strategy, policy initiative or practice and / or decision) has been equality screened ☐ The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation ☐
5.3	***Proposal initiating consultation*** Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves ☐ Consultation period will be 12 weeks ☐ Consultation period will be less than 12 weeks (rationale to be provided) ☐
	Rationale: Consultation not required.
6.0	**Due regard to Rural Needs (please tick all that apply)**
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service Yes ☒ No ☐ If yes, please complete the following: Rural Needs Impact Assessment completed ☒
7.0	**Appendices**
	• **Appendix 1 –** Mid Year Assessment - Performance Improvement Plan 2025-26
8.0	**Background Documents**
	Performance Improvement Plan 2025-26

Performance Improvement Plan 2025-26

Mid Year Assessment

Comhairle Ceantair an Iúir, Mhúrn agus an Dúin

Newry, Mourne and Down District Council

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Introduction

This report provides an overview of the Council's progress in implementing the performance improvement objectives between April-September 2025. Where possible, performance has been tracked against the targets set within the Performance Improvement Plan 2025-26.

Performance Improvement Objectives 2025-26

1. **We will support the health and wellbeing of local people by improving our local facilities and services**
2. **We will contribute to growing the economy by supporting local businesses and job creation**
3. **We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents**
4. **We will improve our sustainability and reduce our impacts in relation to climate change**
5. **We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme**

Legend

Status		Legend	
☺	Target or objective achieved / on track to be achieved	△	Performance has improved since Q1/Q2 2024-25
😐	Target or objective partially achieved / likely to be achieved / subject to delay	▷	Performance is similar to Q1/Q2 2024-25
☹	Target or objective not achieved / unlikely to be achieved	▽	Performance has declined since Q1/Q2 2024-25

It should be noted that:

- For the statutory performance indicators for economic development, planning and waste management, performance has been compared to the same period in 2024-25.
- 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 2025.

Progress at a glance

Performance Improvement Objective	Progress	Status Trend
We will support the health and wellbeing of local people by improving our local facilities and services	472,721 paid attendances recorded across the six Council Leisure Centres	☺ △
	5 play parks upgraded	☺
	10,824 leisure centre memberships recorded	☺ △
	16,384 people participating in targeted health programmes	☺ △
	£225,000 in financial assistance funding allocated to sporting clubs across the District	☺
We will contribute to growing the economy by supporting local businesses job creation	113 new jobs promoted through business start activity	☺ △
	7 new social enterprises supported, and 6 new social enterprise jobs created	☺ ▷
	189 business plans created for start-up businesses and employer enterprises	☺ △
	160 businesses supported to progress growth and scaling ambitions	☺ ▽
	81 new enterprises created as a result of support.	☺ △
We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents	17 fixed penalty notices issued and 14 paid	☹ △
	100% of community clean up requests supported	☺
	£15k awarded towards 10 environmental projects through the NI 'Live Here Love Here' scheme	▽
	Decrease in the rate of recycling	😐 ▷
	Decrease in the amount of Local Authority Collected Municipal Waste arisings	△
We will improve our sustainability and reduce our impacts in relation to climate change	Carbon footprint of Council estate baselined from 2024-25 data establishing a footprint of 5,246 tCO2e	☺
	1 vehicle within the Council fleet currently has an alternative fuel source. Orders are due to be placed for 13No small electric vans.	😐 ▷
	89 trees planted on the Council managed estate	😐 △
	19 EV charging points currently installed across the Council estate with a further 18 due to be installed through the ORCs scheme	☺
	76% of Council fleet younger than 8 years	😐 △
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	The average processing time for local planning applications increased to 46.1 weeks	☹ ▽
	The average processing time for major planning applications decreased to 54.4 weeks	☹ △
	The percentage of planning enforcement cases progresses within 39 weeks increased to 74.0%	☺ △
	Decrease in the number of planning applications in the system for 12 months or more	☹ △
	Increase in the number of enforcement cases in the system for 12 months or more	😐 ▷

Performance Improvement Objective 1

We will support the health and wellbeing of local people by improving our local facilities and services

Senior Responsible Officer: Director of Active and Healthy Communities

Progress:

During Q1 and Q2 2025-26, the Council:

- Ran a comprehensive summer activity programme across the District during July and August.
- Continued to work with the capital estates team on progressing the design for Jennings Park. Planning application has been submitted.
- Successful re-opening of Newry Pool.
- Completed the Play Strategy review with 5 play parks now open.
- Sports capital financial assistance call was opened and completed in Q1/Q2.
- Continued to work towards Leisure-safe accreditation with a new list compiled by Disability NI and a works programme scheduled for the next 6 months.
- Appointed an external provider and agreed a customer survey questionnaire for the mystery shopper programme to be completed in Q3.

Measure of Success	2025-26 Target	2025-26 Q1/Q2 Actual	Status	Explanatory note
Number of paid attendances at:	757,500	**482,251**	☺ △	In the first six months of 2025-26 there were a total of 482,251 paid attendances recorded across the six leisure centres in the District. This represents an increase of 46% compared to the figure recorded for the same period last year which can be attributed to the re-opening of the pool at Newry Leisure Centre. The highest number was recorded in Newry Leisure Centre accounting for 54% of the total paid attendances recorded.
Newry Leisure Centre	335,000	258,292	☺ △	
Down Leisure Centre	275,000	136,402	😐 △	
Kilkeel Leisure Centre	15,000	21,208	☺ ▽	
St. Colmans Sports Complex	68,700	34,798	☺ △	
Newcastle Centre & Tropicana Outdoor Swimming Complex	27,800	12,488	😐 △	

Ballymote Sports & Wellbeing Centre	36,000	19,063	☺ △	
Number of people participating in targeted health programmes	22,000	16,384	☺ △	During Q1 & Q2 of 2025-26 participation in targeted health programmes reached 16,384 which is 75% of the annual target. This figure also represents a 75% increase on the figure recorded for the same period last year.
Value of Financial Assistance Funding allocated to clubs	£225,000	£225,000	☺	Financial assistance completed including major and minor options. 31 clubs and 6 facilities benefitted from this assistance.
Number of leisure centre memberships	10,100	10,824	☺ △	A total of 10,824 leisure centre memberships were recorded by the end of Q2 2025-26 which is an increase of 17.4% when compared to the 9,217 memberships recorded at the end of Q2 2024-25
Number of capital leisure projects progressed	2	2	☺	Projects complete for Donard Park, Dunleath and Dundrum Changing Rooms. Kilkeel Leisure Centre has now closed, and works are in progress. Jennings Park work is now progressing.
Number of play parks upgraded	2	5	☺	5 Play parks all complete in Year 1. Granite View, Mullaghbawn, Scrogg Road, Ardglass and Belleek. Year 2 & 3 works have commenced.

Performance Improvement Objective 2

We will contribute to growing the economy by supporting local businesses and job creation

Senior Responsible Officer: Director of Enterprise, Regeneration and Tourism

Progress:

During Q1 and Q2 2025-26, the Council:

- Engagement with Local Economic Partnership and key stakeholders on the development of a range of interventions that will be delivered up to March 2028 focusing on increasing productivity.
- Received approval from DfC for 2025-27 Labour Market Partnership (LMP) Action Plan, LMP meetings and Schools to Industry meetings continue.
- LMP Get Work Ready pre-employment programme launched with 27 participants enrolled.
- LMP HGV Employment Academy launched with 32 participants enrolled.
- Employment Pathway Job Fair event on 19th June with 50 employers; 16 support organisations; and 388 attendees, over 450 jobs were on offer and 63% of attendees were aged 19-44.
- Continued to support the startup and growth of Social Enterprises in NMD.
- Delivered Go Succeed Start and Grow pillars.
- Supported DTFF implementation.
- Delivered a range of Make it Local campaigns to support "Giant Adventures"
- Continued to support artisan traders via artisan markets held monthly in Downpatrick, Newcastle and Warrenpoint.

Measure of success	2025-26 Target	Q1/Q2 Actual	Status	Explanatory note
Number of social enterprise start-ups supported	12	7	☺ ▷	7 new social enterprise start-ups engaged, achieving 58% of the annual target.
Number of social enterprise jobs created	12	6	☺ ▷	6 new social enterprise jobs created, achieving 50% of the annual target.
Number of participants engaged across all 'Go Succeed' activity	712	555	☺ △	Between April and September 2025, 555 people registered for the Go Succeed Programme achieving 78% of the annual target. These registrations were across three pillars of: Engage: 289 Foundation: 83 Growth: 183
Number of business plans created for start-up businesses and employer enterprises	289	189	☺ △	189 Business Plans approved, achieving 65% of the annual target. These include: 158 Business Plans and 31 Enterprise Action Plans.

Number of new enterprises created as a result of support	119	81		372 start-ups registered for 'Go Succeed' between April and September 2025. This has resulted in 81 new startups created, achieving 68% of the annual target.
Number of new jobs promoted through business start-up activity NI 'Go Succeed' *(statutory performance indicator)*	173	113*		113 jobs created based on the multiplier of 0.6 as per DfE. 189 Business Plans approved, these include: 158 Business Plans and 31 Enterprise Action Plans. This accounts for 65% of the annual target
Number of existing businesses supported to progress growth and scaling ambitions	220	160		160 businesses received 1-2-1 diagnostic support achieving 73% of the annual target. Mentoring is allocated depending on growth ambitions i.e. 10 hours. 15 hours and 21 hours. Average support is 15 hours

*The 2025/26 mid year figure is a draft number to be finalised following monitoring and verification of data by Go Succeed lead BCC

Performance Improvement Objective 3

We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents

Senior Responsible Officer: Director of Sustainability and Environment

Progress:

During Q1 and Q2 2025-26, the Council:

- Received 481 service requests for incidents of illicit dumping, fly tipping and dog fouling, an increase of 30% compared to the 371 incidents recorded for the same period last year.
- Issued 17 fixed penalty notices (14 of which have been paid). Overall, 82.4% of fixed penalty notices have been paid to date.
- Assisted 17 voluntary organisations, community groups, sports associations, schools and individuals with community clean ups across the District.
- Supported the NI 'Live Here Love Here' scheme, through which £14,822 was awarded towards 10 environmental projects including monthly nature clubs, organic gardening, community food growing initiatives and making village public spaces greener.
- Recorded a decrease in the rate of recycling and an increase in the amount of biodegradable waste sent to landfill.
- Recorded a decrease in the amount of Local Authority Collected Municipal Waste arisings

Measure of success	2025-26 Target	2025-26 Q1/Q2 Actual	Status	Explanatory note
Number of fixed penalty notices issued (littering, fly tipping and dog fouling)	100	17	☹ △	The Council issued 17 fixed penalty notices, achieving 17% of the annual target. To date, 14 of the fixed penalty notices have been paid. FPN's not paid will be referred for legal action with a higher penalty likely to apply. It should be noted that there does remain a number of vacant posts within the section.
Number of fixed penalty notices paid (littering, fly tipping and dog fouling)	80	14	☹ △	
Percentage of fixed penalty notices issued that are paid	80%	82.4%	☺	Overall, 82.4% of fixed penalty notices issued during the first six months of 2025-26 have been paid.
Percentage of community clean up requests supported	90%	100%	☺	The Council assisted with 17 community clean ups between April and September 2025, providing support to all requests from the community.

Number of 'Live Here Love Here' environmental projects	No target	10	▽	A total of 10 environmental projects across Newry, Mourne and Down received funding totalling nearly £15K through the NI 'Live Here Love Here' small grants scheme.
The percentage of household waste collected by District Councils that is sent for recycling *(statutory performance indicator)*	55% by 2025	**Q1 Actual** 50.5%	😐 ▷	In Q1 2025-26, the 2025 target of 55% has not been achieved with the rate of recycling recorded as 50.5% for Newry, Mourne and Down. This falls below the regional average of 54.0% and the Council is currently ranked 10/11 across Northern Ireland. When compared to Q1 2024-25, this represents a decrease of 2.0% in the rate of recycling, from 52.5% to 50.5%.
The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled *(statutory performance indicator)*	<20,954 tonnes (2019-20)	148	☺ ▽	During Q1 2024-25, the Council sent 148 tonnes of biodegradable municipal waste to landfill which was the fifth lowest across Northern Ireland and has only used 0.7% of the NILAS* allowance. When compared to Q1 2024-25, the amount of biodegradable waste that was sent to landfill increased by 190%, from 51 tonnes.
The amount of Local Authority Collected Municipal Waste arisings *(statutory performance indicator)*	No target	22,914	△	During Q1 2025-26, the Council collected 22,914 tonnes of municipal waste arising which was the fourth highest across Northern Ireland. When compared to Q1 2024-25, the amount of local authority collected municipal waste arisings decreased by 1.4%, from 23,250 tonnes to 22,914 tonnes. This decrease is greater than the 0.8% decrease experienced at the regional level.

*NILAS: Northern Ireland Landfill Allowance Scheme.

Performance Improvement Objective 4

We will improve our sustainability and reduce our impacts in relation to climate change

Senior Responsible Officer: Director of Sustainability & Environment

Progress:

During Q1 and Q2 2025-26, the Council:

- Completed the Climate Change and Sustainability Strategy in draft which was presented to elected members at the SE Working group in September 2025. Approval to be sought at SE Committee in October 2025 for launch of public consultation.
- Climate Mitigation report (which includes carbon baseline reporting) currently being finalised for submission to DAERA by 31 October 2025.
- Progressed the action plan contained within the Newry, Mourne and Down Biodiversity Strategy (2024-30)
- Continued to implement the Fleet Replacement Programme. Fleet modernisation will deliver a significant reduction in CO2 emissions particularly with the procurement of 13 no. electric battery vehicles by the Council before the end of 2025-26.
- Work has commenced on the Climate Adaptation Report which is due to be submitted to DAERA by 31 March 2026.

Measure of Success	2025-26 Target	2025-26 Q1/Q2 Actual	Status	Explanatory note
Carbon footprint of Council Estate	No Target	5,246 tCO2e	☺	The Baseline Emissions Footprint for Newry Mourne and Down is 5,246 tCO2e (Tonnes of CO2 equivalent) This baseline was established using information from 2024-25. The Council has 21 Solar PV sites across the District. The Baseline figure for Generation of renewable energy is 154,684 kWh which is currently how much renewable electricity we produce from our solar systems. The Baseline energy usage which was established using 2024-25 data is as follows: Electricity - **4,584,089 kWh** Mains Gas **- 4,996,992 kWh** Heating Oil (Kerosene) **- 449,723 litres** Fleet Use (Diesel) - **837,901 litres** Fleet Use (Unleaded Petrol) **- 4,995 litres**
Renewable Energy generation	No Target	154,684 kWH	☺	
Energy Consumption Baseline	No Target	Electricity - **4,584,089 kWh** Mains Gas **- 4,996,992 kWh** Heating Oil (Kerosene) **-**	☺	

		449,723 litres Fleet Use (Diesel) - **837,901 litres** Fleet Use (Unleaded Petrol) - **4,995 litres**		
Percentage of Council fleet younger than 8 years	85%	76%	😐 △	76% of the Council's fleet is younger than 8 years and is an increase of 6% when compared to the 70% recorded for the same period last year.
Number of vehicles within the Council fleet that have an alternative fuel source	10	1	😐 ▷	Approval has been granted for the replacement of a proportion of existing small and medium sized diesel vans with electric vehicles. Orders are now due to be placed for 13No small/medium electric vans. Procurement is in progress for Council fleet charging infrastructure.
Number of trees planted on Council managed estate	2,800	89	😐 △	89 trees have been planted across the District during Q1 & Q2. In general, the planting season takes place during Q3 & Q4, and planting will start largely from November onwards.
Number of Council supported EV charging points	18	19	☺	Council currently supports 19 EV charging points across its estate. Another 18 are due to be installed as part of the ORCS (On street residential charge point scheme) which should be completed by 31 March 2026.

Performance Improvement Objective 5

We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

Senior Responsible Officer: Director of Economy, Regeneration and Tourism

Progress:

During Q1 2025-26, the Council:

- Received 271 planning applications in total which is the second highest across Northern Ireland.
- The Council decided on 252 applications in Q1 2025-26, which is the third highest across Northern Ireland. 213 local planning applications were approved, resulting in an approval rate of 84.5%, which is below the Northern Ireland average of 94.5%.
- Processed 2.3% of local planning applications within the statutory standard of <15 weeks, which is below the regional average of 42.9%. This represents a decrease of 0.5% when compared to the 2.8% of applications processed within <15 weeks during Q1 2024-25.
- Received 4 major planning applications, decided on and approved 2 applications. In Q1 2025-26, 0% of major planning applications were processed within the statutory standard of <30 weeks which is below the current regional average of 51.5%. This represents a decrease of 25% compared to the 25% of applications processed within <30 weeks in Q1 2024-25.
- Opened 83 enforcement cases which is the third highest across NI with 50 cases concluded. As of 30 June 2025, the Council had 833 planning enforcement cases in the system, which is by far, the highest across Northern Ireland.
- Launched the Draft Plan Strategy in Q2 2025-26

Measure of Success	2025-26 Target	2025-26 Q1 Actual	Status	Explanatory note
Average processing time for local planning applications (weeks) *(statutory performance indicator)*	<15 weeks	46.1 weeks	☹ ▽	During Q1 2025-26, the average processing time for local planning applications was 46.1 weeks which is above the regional average of 19.8 weeks. When compared to Q1 2024-25, this represents an increase of 3.1 weeks for Newry, Mourne and Down.
Average processing time of major planning applications (weeks) *(statutory performance indicator)*	<30 weeks	54.4 weeks	☹ △	During Q1 2025-26, the average processing time for major planning applications was 54.4 weeks which is above the regional average of 30.0 weeks. When compared to Q1 2024-25 however, this represents a

				decrease of 64.1 weeks for Newry, Mourne and Down.
Percentage of planning enforcement cases progressed within 39 weeks *(statutory performance indicator)*	70%	74.0%		During Q1 2025-26, the percentage of cases concluded within 39 weeks was 74.0% which is above the regional average of 73.2%. When compared to Q1 2024-25, this represents an increase of 27.2% for Newry, Mourne and Down.
Number of planning applications in the system for 12 months or more	170	473		As of 30 June 2025, Newry, Mourne and Down had 473 planning applications in the system for 12 months or more. This represents an increase of 65 applications when compared to March 2025 and 118 applications when compared to 30 June 2024. A reduction of 303 applications is required to achieve the target.
Number of planning applications in the system for 12 months or less	870	1,054		As of 30 June 2025, Newry, Mourne and Down had 1,054 planning applications in the system for 12 months or less. This represents a decrease of 64 applications when compared to 31 March 2025 and a decrease of 29 applications when compared to 30 June 2024. A reduction of 184 applications is required to achieve the target.
Number of enforcement cases in the system 12 months or more	580	610		As of 30 June 2025, Newry, Mourne and Down had 610 enforcement cases in the system for 12 months or more. This represents an increase of 36 cases when compared to 31 March 2025 and an increase of 41 cases when compared to 30 June 2024. A reduction of 30 cases is required to achieve the target.

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

Report to:	Audit Committee
Date of Meeting:	29 January 2026
Subject:	Update of Risk Appetite (Risk Management Strategy)
Reporting Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance
Contact Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance

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

For decision	**X**	**For noting only**	

1.0	**Purpose and Background**
	The purpose of this paper is to review the Risk Appetite Statement for the Council. This was last reviewed in February 2025. A Risk Management Internal from 2023/24 recommended that *"the Council reviews its Risk Appetite Statement on an annual basis and that any updates or changes to the Statement are approved by Members."*
2.0	**Key issues**
	The Council's Risk Management Policy adopts the key principles and approaches set out in HM Treasury's Orange Book: Management of Risk – Principles and Concepts ("the Orange Book") and the Northern Ireland Audit Office's Good Practice Guide in Risk Management (June 2011). The policy and strategy were updated to reflect the revisions to the Orange Book issued in 2021. There have been no subsequent updates to this best-practice guidance. The Risk Appetite Statement has been reviewed and is included at ***Appendix 1***. The Council does not consider it necessary to make any changes for the 2026/27 financial year.
3.0	**Recommendations**
	Audit Committee approve the Risk Appetite Statement for the 2026/27 year.
4.0	**Resource implications**
	No Resource Implications.
5.0	**Due regard to equality of opportunity and regard to good relations (complete the relevant sections)**

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

5.1	***General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes*** It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations ☐
5.2	***Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision*** Yes ☐ No ☐ If yes, please complete the following: The policy (strategy, policy initiative or practice and / or decision) has been equality screened ☐ The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation ☐
5.3	***Proposal initiating consultation*** Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves ☐ Consultation period will be 12 weeks ☐ Consultation period will be less than 12 weeks (rationale to be provided) ☐
	Rationale:
6.0	**Due regard to Rural Needs (please tick all that apply)**
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service Yes ☐ No ☒ If yes, please complete the following: Rural Needs Impact Assessment completed ☐

This item is deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (Northern Ireland) 2014 - information relating to the financial or business affairs of any particular person and the public may, by resolution, be excluded during this item of business.

	If no, please complete the following: The policy / strategy / plan / public service is not influenced by rural needs ☐
7.0	**Appendices**
	Appendix 1: Risk Appetite Statement
8.0	**Background Documents**
	Internal Audit Report – Risk management – directorate level and corporate level – 2023/24

Newry, Mourne and Down District Council

Comhairle Ceantair an Iúir, Mhúrn agus an Dúin

Newry, Mourne and Down District Council

Risk Appetite Statement

January 2026

Version 2.0

Risk Appetite

Risk appetite is best summarised as "the amount of risk an organisation is willing to accept". If the agreed risk appetite is high, then there is an increased need for good risk management processes to be in place to manage the risks.

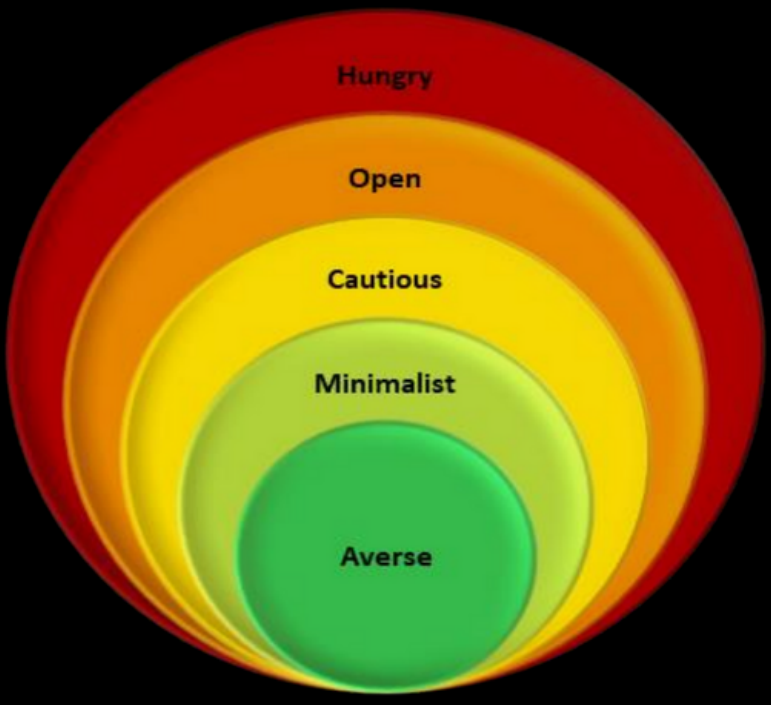
This statement sets out how we balance risk and opportunity in pursuit of achieving our objectives. Managers should be mindful of the Council's risk appetite, particularly when undertaking new activities. It should be noted that calculated risk taking is not the same as the absence of risk management.

Without sufficient strategic direction on risk appetite, it is common for organisations to naturalise to a culture of risk aversion and to m miss opportunities.

NMDDC Risk Appetite Statement

NMDDC aims to be risk aware, but not overly risk averse. This is to ensure that the Council takes a balanced approach to risk taking to delivers its corporate priorities and agreed outcomes for the District. The Risk Categories table on the page 7 defines each Risk Category with a risk appetite. This is a guide for management when considering risk actions plans. The Statement has been agreed by SMT and will be reviewed on an annual basis, however there can be exceptions to risk appetite in certain circumstances.

Appetite levels will vary depending on the nature of the risks being managed. Where the risk appetite is high, managers should be encouraged to be innovative and to exploit opportunities despite higher inherent risks. Where it is low, a more cautious approach with thorough risk mitigation procedures should be considered, even though it might limit the opportunity for reward.



Averse: Avoidance of risk and uncertainty is a key organization objective.

Minimal: Preference for ultra-safe options that are low risk and only have a potential for limited reward.

Cautious: Preference for safe options that have a low degree of risk and may only have limited potential for reward.

Open: Willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.

Hungry: Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.

Risk Categories and associated Risk Appetite

Governance	Risks arising from unclear plans, priorities, authorities and accountabilities and/or ineffective or disproportionate oversight of decision-making and/or performance.
Legal	Risks arising from a defective transaction, a claim being made (including a defence to a claim or a counterclaim) or some other legal event occuring that results in liability or other loss, or failure to take appropriate measures to meet legal or regulatory requirements.
Property	Risks arising from property deficiencies or poorly designed or ineffective/inefficient safety management resulting in non-compliance and/or harm and suffering to employees, contractors, service users or the public.
Security	Risks arising from a failure to prevent unauthorised and/or inappropriate access to the estate and information, including cyber security and non-compliance with GDPR requirements.
Reputational	Risks arising from adverse events, including ethical violations, a lack of sustainabilty, systematic or repeated failures or poor quality or a lack of innovation, leading to damages to reputation and or destruction of trust and relations.
Operations	Risks arisisng from inadequate, poorly designed or ineffective/inefficient internal processes resulting in fraud, error, impaired customer service (quality and/or quantity of service), non-compliance and/or poor value for money.
Financial	Risks arising from not managing finances in accordance with requirements and financial constraints resulting in poor returns from investments, failure to manage assets/liabilities or to obtain value for money from the resources deployed, and/or non-compliant financial reporting.
Commercial	Risks arising from weaknesses in the management of commercial partnerships, supply chains and contractual requirements, resulting in poor performance, inefficiency, poor value for money, fraud, and/or failure to meet business requirements/objectives.
People	Risks arising from ineffective leadership and engagement, suboptimal culture, inappropriate behaviours, unavailability of sufficient capacity and capability, industrial action and/or non-compliance with relevant employment legislation/HR policies resulting in negative impact on performance.
Technology	Risks arising from technology not delivering the expected services due to inadequate or deficient system/process development and performance or inadequate resilience.
Information	Risks arising from a failure to produce robust, suitable and appropriate data/information and to exploit data/information to its full potential.
Strategy	Risks arising from identifying and pursuing a strategy, which is poorly defined, is based on flawed or inaccurate data or fails to support the delivery of commitments, plans or objectives due to a changing macro-environment.
Project / Programme	Risks that change programmes and projects are not aligned with strategic priorities and do not successfully and safely deliver requirements and intended benefits to time, cost and quality.

The Orange Book provides a Risk Appetite Guidance Note which evidences a sample of risk appetites developed against a selection of the risk categories.

	Risk Appetite				
	Averse	**Minimal**	**Cautious**	**Open**	**Eager**
Financial	Avoidance of any financial impact or loss, is a key objective.	Only prepared to accept the possibility of very limited financial impact if essential to delivery.	Seek safe delivery options with little residual financial loss only if it could yield upside opportunities.	Prepared to invest for benefit and to minimise the possibility of financial loss by managing the risks to tolerable levels.	Prepared to invest for best possible benefit and accept possibility of financial loss (controls must be in place).
Operations	Defensive approach to operational delivery - aim to maintain/protect, rather than create or innovate. Priority for close management controls and oversight with limited devolved authority	Innovations largely avoided unless essential. Decision making authority held by senior management.	Tendency to stick to the status quo, innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators.	Innovation supported, with clear demonstration of benefit / improvement in management control. Responsibility for non-critical decisions may be devolved.	Innovation pursued – desire to 'break the mould' and challenge current working practices. High levels of devolved authority – management by trust / lagging indicators rather than close control.
Reputational	Zero appetite for any decisions with high chance of repercussion for organisations' reputation.	Appetite for risk taking limited to those events where there is no chance of any significant repercussion for the organisation.	Appetite for risk taking limited to those events where there is little chance of any significant repercussion for the organisation.	Appetite to take decisions with potential to expose organisation to additional scrutiny, but only where appropriate steps are taken to minimise exposure.	Appetite to take decisions which are likely to bring additional governmental / organisational scrutiny only where potential benefits outweigh risks.
Legal	Play safe and avoid anything which could be challenged, even unsuccessfully.	Want to be very sure we would win any challenge.	Want to be reasonably sure we would win any challenge.	Challenge will be problematic; we are likely to win and the gain will outweigh the adverse impact.	Chances of losing are high but exceptional benefits could be realised.
Commercial	Zero appetite for untested commercial agreements. Priority for close management controls and oversight with limited devolved authority.	Appetite for risk taking limited to low scale procurement activity. Decision making authority held by senior management.	Tendency to stick to the status quo, innovations generally avoided unless necessary. Decision making authority generally held by senior management. Management through leading indicators.	Innovation supported, with demonstration of benefit / improvement in service delivery. Responsibility for non-critical decisions may be devolved.	Innovation pursued – desire to 'break the mould' and challenge current working practices. High levels of devolved authority – management by trust / lagging indicators rather than close control.

Report to:	Audit Committee
Date of Meeting:	29 January 2026
Subject:	Corporate Risk Register
Reporting Officer (Including Job Title):	Gerard Byrne - Assistant Director of Finance & Performance
Contact Officer (Including Job Title):	Gerard Byrne – Assistant Director of Finance & Performance

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

For decision	**X**	**For noting only**	

1.0	**Purpose and Background**
1.1	The Corporate Risk Register was reviewed and updated by SMT on 7 January 2026. Quarter 2 Assurance Statements for 2025/26 have been used to inform and update the content of the Corporate Risk Register. Where relevant, Officers have also provided updates in relation to specific controls and action plans.
2.0	**Key issues**
2.1	**Corporate Risk Register** The Council has identified 12 corporate risks, 7 of which are red, 4 of which are amber and 1 of which is a yellow level risk. No new risks have been added to the Risk Register. Appendix 1 provides an overview of each risk, risk owner(s), gross and residual risk scores, as well as a summary of changes and updates which have been made to the Corporate Risk Register since September 2025. Several actions have been updated to ensure the Corporate Risk Register is a live document and can be used as a Management tool for decision making. The Corporate Risk Register has been updated with the Council's new objectives from the Corporate Plan 2024-27. The updated Corporate Risk Register is attached at Appendix 2.
2.2	**Other Risk factors which were considered** Senior Management Team (SMT) has considered including a Corporate Risk relating to the impacts of climate change. A Sustainability and Climate Change Strategy & Action Plan is currently out to Public Consultation (closing on 13 March 2026). In the coming weeks, work will begin on developing the Corporate Risk, taking into account both the potential impacts of climate change and the mitigations the Council can put in place. This will align with the development of actions to assist Council in meeting future sustainability and climate targets.
2.3	**Directorate Risk Register – Enterprise, Regeneration and Tourism (S&E)** The Risk Reporting section of the Risk Strategy states that Directorate Risk Registers will be presented to the Audit Committee on a rotational basis. The Risk Register summary for

	the ERT Directorate is attached at Appendix 3. The Risk Register was reviewed and updated with the Assistant Directors and Director of ERT in January 2026.
2.4	Within the ERT Directorate Risk Register, 8 risks have been identified. 7 risks have an amber risk rating and 1 risk has a yellow risk rating. These risks cover a range of service areas and functions. The ERT Risk Register will be updated on a quarterly by the Directorate Management Team and considered by the Audit Committee annually.
3.0	**Recommendations**
3.1	To approve the updates to the Corporate Risk Register highlighted within the summary at Appendix 1. Full Corporate Risk Register can be evidenced at Appendix 2. To note the revised ERT Directorate Risk Register summary at Appendix 3 and detailed ERT Directorate Risk Register at appendix 4.
4.0	**Resource implications**
4.1	There are no resource implications.
5.0	**Due regard to equality of opportunity and regard to good relations (complete the relevant sections)**
5.1	***General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes*** It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations ☒
5.2	***Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision*** Yes ☐ No ☒ If yes, please complete the following: The policy (strategy, policy initiative or practice and / or decision) has been equality screened ☐ The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation ☐
5.3	***Proposal initiating consultation*** Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves ☐

	Consultation period will be 12 weeks	☐
	Consultation period will be less than 12 weeks (rationale to be provided)	☐
	Rationale: Consultation not required.	
6.0	**Due regard to Rural Needs (please tick all that apply)**	
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service Yes ☐ No ☒ If yes, please complete the following: Rural Needs Impact Assessment completed	☐
7.0	**Appendices**	
	Appendix 1: Summary Sheet – Corporate Risk Register – January 2026 Appendix 2: Corporate Risk Register – January 2026 Appendix 3: Summary Sheet – ERT Directorate Risk Register – January 2026 Appendix 4: ERT Directorate Risk Register – January 2026	
8.0	**Background Documents**	
	None	

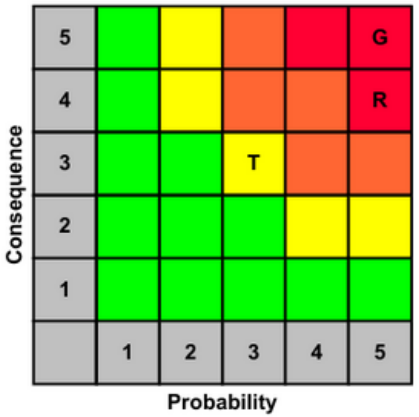
NMDDC Corporate Risk Register Cover Sheet - January 2026

Risk	Description	Risk Owner(s)	Gross Risk Score	Sep-25 Residual Risk Score	Jan-26 Revised Residual Risk Score		Comments
CR01	Failure to deliver the capital investment programme for the District	SMT Caolain Boyd	25	20	20	⟺	Residual risk score remains unchanged. Actions have been updated.
CR02	Non-compliance with legislative requirements, including the Procurement Act 2023	SMT Sinead Murphy	25	20	20	⟺	Risk score remains unchanged. Actions have been updated. In relation to the Procurement and Contract Management, a new contract management code will be operational for all new contracts / STAs from the 1 Febraury 2026.
CR03	Failure to effectively manage waste	Sinead Murphy	25	20	20	⟺	Residual risk remains unchanged - actions have been updated.
CR04	Failure to provide robust and timely planning decisions	Conor Mallon Jonathan McGilly	25	20	20	⟺	Residual risk score remains unchanged. Actions have been updated. The Recruitment Drive in conjuction with DfI has been sucessful. Two Higher Level Apprentices will take up employment in January 2026.
CR05	Failure to adequately deliver future efficiencies and improvements	Marie Ward SMT	20	16	16	⟺	Residual risk score remains unchanged and actions have been updated. A full speciation for new HR system to be completed in January 2026.
CR06	Failure to adequately react to a major incident which would minimise any negative consequences/impact	SMT Sinead Murphy	25	8	8	⟺	Residual risk score remains unchanged and actions have been updated. A new action in relation to an internal emegency test exercise for the SLT in April 2026.
CR07	Failure to implement an economic development programme to drive growth within the district	Conor Mallon	20	16	16	⟺	Residual risk score remains unchanged and actions have been updated - new actions in relation to DBEC and Partnership funding.
CR08	Failure to manage sickness absence resulting in delays and an inability to deliver Council services.	Senior Management Team	25	20	20	⟺	Residual risk score remains unchanged and actions have been updated.
CR09	Risk to the long term financial stability of Council in relation to the delivery of Council Services	Senior Management Team, Gerard Byrne	25	20	20	⟺	Residual risk score remains unchanged and actions have been updated.
CR10	Failure to effectively plan for and manage a cyber security attack.	Veronica Keegan Gavin Ringland	25	20	20	⟺	Residual risk score remains unchanged and actions have been updated. Risk also considered at the IT Programme Group in December 2025.
CR11	Risk of Industrial Action impacting on Service Delivery	Senior Management Team	25	15	15	⟺	Residual risk score remains unchanged and actions have been updated.
CR12	Insufficient staff resources to deliver Council services in an effective and efficient manner	Marie Ward SMT	20	16	16	⟺	Residual risk score remains unchanged and actions have been updated.

1. Corporate Risk Register NMDDC

1/23/2026 11:09:47 AM

Risk CR. 01 - Failure to deliver the capital investment programme for the District



Risk Categories	Buildings / Engineering / Environment Business operational/reputational
Risk Description	Failure to adequately resource the capital programme Failure to effectively manage capital contracts Capital programme does not sufficiently deliver on the Corporate Objectives
Potential Root Cause	Lack of availability of construction materials and increases in the cost of materials due to inflation and Cost of Living crisis Contractors on key projects fail to deliver on time and on budget Consultant and/or contractor collusion Procurement delays, failures or legal challenges Procurement Act 2023 - due to the uncertainty - became law on 24 February 2025 Governance Arrangements not being adhered to Projected timelines too optimistic Delays due to the statutory approvals process and gaining consent Lack of awareness in staff and managers Lack of resources - economic downturn/recession Funding reduced/withdrawn, timescales extended leading to increased costs Impact of inflation on the financial viability of the capital plan going forward
Consequence	Impact on service delivery Financial impact - inflationary pressures Legal challenge / Negative PR Impact on quality/cost of projects Future reduction on the capital budget Reputational damage
Risk Owners	Caolain Boyd; Senior Management Team
Gross/Inherent Risk	Red 25
Residual Risk	Red 20
Target Risk Level	Yellow 9

Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Open

Objectives

1. Support the continued growth and development of our local economy
6. Develop and revitalise our district
7. Deliver sustainable services

Key Controls Identified

1. Asset Management Strategy in Place to identify surplus assets
1. Capital Projects Procedure - June 2024
1. Monthly review of spend against budget
1. Outline and then Strategic Businesses cases for all significant projects
1. Pre-Qualification Questionnaire criteria strengthened for Suppliers
1. Professionally qualified and experienced staff

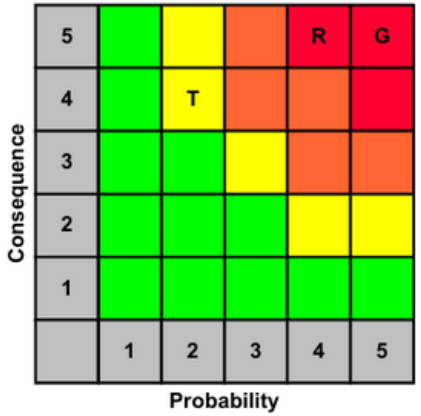
2 Project risk register in place for major projects

2. Capital Plan annually approved at Council
2. Funding Agreements and Contracts for Funding when applicable
2. Large projects are project managed by external consultants who report to the Estates Team.
2. Monthly site progress meetings which are minuted
2. Multi Year Capital Plan
2. Project and Programme Boards for significant capital projects
2. Strategic Finance Working Group scrutinises each Capital Project
3. Gateway Reviews
3. Internal Audit of Project Governance received SA 2022/23.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
BRCD funding going forward	On the 13 September 2024 the UK government announced that it was pausing funding of City Deals in Northern Ireland. On the 16 September 2024, The Secretary of State confirmed that following communication with HM Treasury nothing has changed on the status of the Belfast Region City Deal, which was signed back in December 2021.	In Progress	Senior Management Team	3/31/2026	The Belfast Region City Deal was signed in December 2021 and unlocks £1 billion of transformative co-investment. OBCs for NMD projects have been approved by BRCD Board and relevant Government Departments. Contracts for funding and funding agreements have been progressed. Alternative options to utilse BRCD Funding are being explored following confirmation that the MMGP will not be progressing.
Capital Plan Cash Flow forecasting	Ongoing forecasting dependent on progress in capital projects	In Progress	Gerard Byrne	2/2/2026	The estimates for MRP/Loan payments over the life of our capital Programme as part of the 2026/27 Rate Process is in progress. Finance Team met with Capital Team Project Managers in Q3 2025/26 to get an update on projected Capital Spend versus budget for 2025/26 and projections for 2026/27 onwards.
Mourne Mountain Gateway Project	Following the announcement of the National Trust on 1 May 2025, refusing the lease at Thomas Quarry - urgent meetings have taken place with Council, DfE, TNI and BRCD partners.	In Progress	Senior Management Team	3/31/2026	Council will continue to engage with DfE and BRCD partners to consider next steps and options. A dedicated workshop for Members was held on the 13 January 2026.
Procurement Act 2023	The Procurement Act 2023 became law on Monday 24 February 2025. Has a significant impact on capital projects, when the projects span old and new regulations/laws.	In Progress	Caolain Boyd	3/31/2026	The guidance notes and templates have been released by Central Government. The Procurement Policy has been been updated and SIB have been engaged to provide Procurement Advice. The Council will be moving to ETendersNI. Additional resource is in place to assist the team as well as additional capacity to assist with tender specification advice in S&E and AHC. Revised Procurement Policy approved by the SP&R in September 2025. Projects started before PA23 came into affect will be delivered in accordance with PCR 2015. New projects will be delivered in accordance with new procurement templates and procedures.

Risk CR. 02 - Non-compliance with legislative requirements, including the Procurement Act 2023



Risk Categories	Business operational/reputational Impact on individuals (staff or public) Statutory Duty (Legal/Regulatory)
Risk Description	Failure to have the necessary policies and procedures in place with staff adequately trained to ensure legislative compliance. This includes complying with Procurement legislation, health and safety / fire risk assessments / Asbestos and Legionella best practice and statutory requirements. Council not having adequate insurance cover.
Potential Root Cause	Failure to understand and meet legal requirements in relation to Health and Safety, Information Management, Rural Needs, Disability, Section 75, Performance and Improvement and Safeguarding. Lack of resources and inadequate training provision. Staff not complying with Council's procurement policy. Procurement Act 2023 became law on 24 February 2025 Property and vehicle schedules not being up to date. Absence of effective operational procedures and policies. Fire Risk Assessments at Council buildings not being undertaken and actions not being implemented and managed. Unforeseen events and public negligence/lack of responsibility. FRA / Legionella / Asbestos etc (are not being reviewed due to front line services being provided).
Consequence	Non-compliance leading to prosecution Personal liability / Corporate Manslaughter Risk of a fatality at a Council site Reputational damage Reduced trust and public confidence Increased number of complaints and queries Increased insurance premiums Loss of income
Risk Owners	Sinead Murphy; Senior Management Team

Gross/Inherent Risk	Red 25	**Last Review**	1/7/2026
Residual Risk	Red 20	**Next Review**	4/7/2026
Target Risk Level	Yellow 8	**Risk Appetite**	Risk Averse

Objectives

7. Deliver sustainable services

Key Controls Identified

1. Asbestos and Legionella Policies and Management Plans in place

1. Dedicated skilled teams in place for:
-Health and Safety, HR, Legal and Procurement
1. Health and Safety Committees in place and ongoing programme of training in place

1. Policies and procedures in place - i.e H&S Policy, Procurement Policy, Access to Information, Capital Projects etc
1. Procurement training rolled out to all relevant staff

2. Compliance Reporting to SMT and H&S Committees

2. Procurement a standing agenda item at Councils Audit Committee

3. Internal Audit 2023-24 - compliance checking - facilities review(considering fire risk, asbestos and legionella)
3. Internal Audit for Community Centres scheduled for 2025-26

3. Internal Audit for Information governance scheduled for 2025-26

3. Internal Audit proposed for September 2025/26 on Procurement

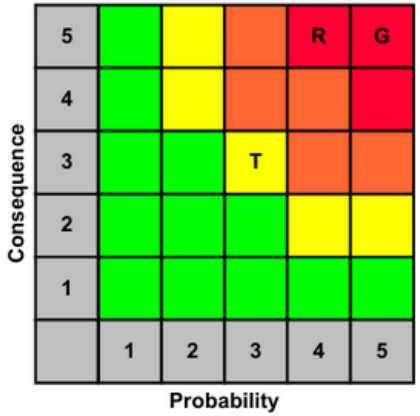
3. Internal Audits Completed and Scheduled going forward annually.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Actions from Fire Risk Assessment Audits	The actions from the Fire Risk Assessments which have been completed need to be actioned as soon as possible for all Council properties by the Facilities Management and Maintenance Department.	In Progress	Conor Sage	3/31/2026	The current level of risk regarding fire risks in our buildings is considered Low. The Fire Policy was approved and effective since 12th March 2020 and is now overdue for review. This will be presented at CMT/SMT in Q3 25/26, The associated Fire Safety Management Plan requires progressing. The priority is to seek agreement on a Fire Safety Management Plan which will guide future control of this risk. The Council has appointed a Council wide Contractor/s to undertake annual inspections of fire alarms and firefighting equipment. Fire alarms inspections are likely to highlight a programme of work to upgrade some systems. A Supplier has now been appointed for a new Fire alarm maintenance contract. Fire Risk assessment programme is in place, Facility Managers are responsible for updating the risk control plans and adding any required remedial works requests to the FM Portal. The Council's Building Maintenance team continue to address remedial work as required. A central data base for reporting fire risk assessment actions is currently being developed.

Advisory Internal Audit Review - Health and Safety	Implement the 30 recommendations arising from the internal audit review of Health and Safety	In Progress	Sinead Murphy	3/31/2026	An external review has been undertaken and an independent Report from provided to Council. Recommendations are now tracked on the one advanced system and recommendations updated quarterly. A further 8 recommendations have been fully implemented in 25/26. The remaining 6 recommendations are partially implemented.
Asbestos Policy and Management Plans	Implementation of Asbestos Policies and Management Plans	In Progress	Conor Sage	3/31/2026	The current level of risk for asbestos, is considered medium. Asbestos Management Policy and Management Plan has been reviewed and approved. A 2 year contract is in place to deliver asbestos management surveys. Annual programme of Asbestos Management surveys has been completed and up to date. A number of remedial actions were identified, all actions have been completed with the exception of one project which is currently on site. A Business Case was approved at September S&E for a 3 year Asbestos Management contract.
E-Learning Training	E-Learning training to be promoted throughout the organisation as take up is low - this is particularly relevant to mandatory training sessions.	In Progress	Marina Hughes	3/31/2026	E-learning is regularly promoted throughout the Organisation and will continue through the year. The number of mandatory e-learning training courses remains at 12 per employee. The overall compliance rate was 62% as at January 2025 and work will continue with Service areas to increase compliance.
Internal Audit - Compliance checking – facilities review (considering fire risk, asbestos and legionella checking)	Implement recommendations outlined in the limited assurance internal audit which was finalised in May 2024	In Progress	Conor Sage Senior Management Team	3/31/2026	Action plan now in place to implement recommendations. There are 13 recommendations listed against the audit of compliance checking on Council Audit reporting system. 5 recommendations have been fully implemented in 25/26. 6 recommendations are partially implemented and 2 are currently not implemented.
Internal Audit - Contract management	Implement recommendations from the limit assurance Internal Audit which was finalised in May 2024	In Progress	Caolain Boyd Senior Management Team	3/31/2026	Procurement Policy has been updated in line with the new legislation. Directors bring procurement actions plans to the Audit Committee Quarterly. STAs also reported to Audit Committee quarterly. A contract management finance code is going live on the 1 February 2026 to strengthen controls.
Legionella Policy and Management Plan	Implementation of Legionella Policies and Management Plans	In Progress	Conor Sage	3/31/2026	The current level of risk for legionella is considered Medium. A contract is in place for Water Hygiene services. Water monitoring programme is in place in accordance with L8/HSG 274. Legionella Policy has been updated and approved at Council. The Legionella Management Plan has been updated and approved at CMT/SMT. Business Case for a mechanical works contractor was approved at SE committee in December 2024 to address legionella risk assessment remedial works. Tender returns are currently being evaluated. All Legionella Risk Assessments are now up to date.

Risk CR. 03 - Failure to effectively manage waste



Risk Categories	Buildings / Engineering / Environment Quality of Service Statutory Duty (Legal/Regulatory)
Risk Description	Failure to effectively manage waste
Potential Root Cause	Industrial dispute lodged by the Trade Unions Insufficient resources (particularly availability of HGV drivers) Market forces enable commercial operators to increase prices (MDR) Failure to plan effectively for the future (including financial planning) Historic contract arrangements which may not be providing the Council with VFM Future changes to waste management arrangements Structure of new contracts to process & dispose of our waste to reflect changes in legislation Operation of the ARC21 Corporate Body going forward
Consequence	Failure to meet recycling Targets Reputational Issues Lower levels of customer satisfaction impact on service delivery and lost productivity
Risk Owners	Sinead Murphy
Gross/Inherent Risk	Red 25
Residual Risk	Red 20
Target Risk Level	Yellow 9

Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Cautious

Objectives

2. Improve the health and wellbeing of everyone in the district
7. Deliver sustainable services

Key Controls Identified

1. Contingency Plans in place

1. Long term Waste Strategic Plan in place

1. Partnership working with key stakeholders

3. Internal Audit carried out for Fleet Management in February 2025
3. Internal Audit Scheduled for Waste Management contracts for 2025-26

3.Internal Audit carried out for Fleet and Asset Management in February 2025

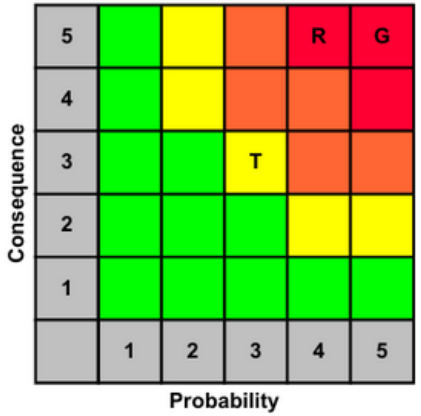
Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments

arc21 Waste Management Group	Following the May 2022 refusal to grant arc21 planning permission for their residual waste project and the requirement to recycle 70% by 2030 as per the Climate Change Bill and the Circular Economy package coupled with governance and internal issues within arc21 the long term viability of the group is under consideration. arc21 continue with the appeal process against the refused planning application. SOLACE have engaged SIB to undertake a review of waste management arrangements across the 11 Councils to consider future collaboration in contract management, changing legislation and emerging policies.	In Progress	Sinead Murphy	3/31/2026	Arc21 are carrying out their own strategic review. NM&D have had an opportunity to input. Consideration needs to be given as to how the Council would participate in any successor body to arc21. Awaiting conclusion of SOLACE review on future collaboration of NI Councils on waste management.
Internal Waste Management Planning	Council waste management planning is driven by a number of internal and external factors including the introduction of legislation such as the Climate Change Act (Northern Ireland) 2022, Extended Producer Responsibility, Deposit Return Scheme and Common Collection Systems.	In Progress	Sinead Murphy Sinead Trainor	3/31/2026	Ongoing but action remains. There have been delays to the publication of the response to the DAERA consultation 'Rethinking Resources' and to the introduction of Deposit Return Scheme. It is anticipated that DAERA will publish the consultation response ion Q4 2025/26. Council have received the 2025/26 payments under the packaging Extended Producer Responsibility (pEPR) legislation and are considering the best way forward to achieve required efficiency and effectiveness.
Operators Licence	Internal Audit carried out a review of the progress in implementing TRU and FTA recommendations in October 2018. A further review took place during November/December 2020 which has provisionally highlighted that limited progress has been made in implementing a number of recommendations from the 2018 audit.	In Progress	Sinead Murphy Conor Sage	1/31/2026	A consolidated action plan in relation to compliance to the Council's Operators License (OL) was presented to SE Committee in November 2022. A further update on compliance was provided in June 2023 showing good progress towards full implementation of actions and ongoing compliance.. Staffing issues are being addressed and the Head of Cleansing has been seconded as interim Head of Fleet. Further operators license COTC holders trained and named on the OL. A further follow up Audit by RHA for 2023/24 also demonstrated positive progress and the Transport Regulation Unit is being regularly informed of progress. KPIs for compliance targets are reported to Operator Licence Working Group on a monthly basis. In November 2024 a further audit was completed by RHA. Updated will be provided against the recommendations in due course. Councils Operators License was renewed in February 2025 by TRU.
Packaging Extended Producer Responsibility (pEPR)	pEPR funding is intended to pay for the costs Local Authorities incur in managing packaging waste but this funding is not ring fenced.	In Progress	Sinead Murphy	3/31/2026	Following approval at SP&R in September 2025, officers are engaging with a Waste Specialist to support the Council in identifying areas to proactively improve the effectiveness and efficiency of its Waste Collection and Recycling Services.

Waste Management Plan	The Waste Management Plan is organised by ARC 21. The Council is required to feed into and approve ARC 21s Waste Management Plan.	In Progress	Sinead Murphy	3/31/2026	A initial review of the arc21 Waste Management Plan (which includes NMDDC) has been completed by WRAP on behalf of DAERA/NIEA. Technical expertise (RPS) has been procured to produce an Addendum for the Plan as part of the six yearly review. arc21 WMP is currently out for public consultation. DAERA have advised Council that they are finalising the draft Resources and Waste Management Strategy, which they will launch for consultation in the next 1-2 weeks. The draft Waste Management Strategy for NI was due by the end of 2023; the publication of which would better inform the Councils Waste Management Plans. The Waste Management Strategy has been delayed.

Risk CR. 04 - Failure to provide robust and timely planning decisions



Risk Categories	Business operational/reputational Financial Quality of Service
Risk Description	Failure to provide robust and timely planning decisions
Potential Root Cause	Difficulties with recruitment and retention of staff Planning Legislation not being followed High Volume of planning applications combined with many which are of poor quality Delays in responses from statutory consultees
Consequence	Litigation and financial costs Reputational issues Lower levels of customer satisfaction Impact on service delivery and lost productivity Financial implications resulting in budget constraints Failure to achieve the statutory standards around local / major planning applications and enforcement cases
Risk Owners	Conor Mallon; Jonathan McGilly
Gross/Inherent Risk	Red 25
Residual Risk	Red 20
Target Risk Level	Yellow 9

Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Open

Objectives

3. Protect and enhance our environment to secure a sustainable future

6. Develop and revitalise our district

Key Controls Identified

1. Action plan in place to reduce backlog

1. Ongoing training for officers and members

2. Dedicated Planning Committee in operation

2. Local Development Plan developed and timetable agreed

2. Quarterly report to Committee on progress against action plan

2. Scheme of Delegation in place to facilitate timely planning decisions

2. Validation check list agreed at Feb 25 Planning Committee, to be implemented following consultation and engagement ap

3. Internal Audit on Management of Planning Applications scheduled for 2025-26

3.An advisory audit on Planning - Review of Overturned Decisions was carried out in May 2024

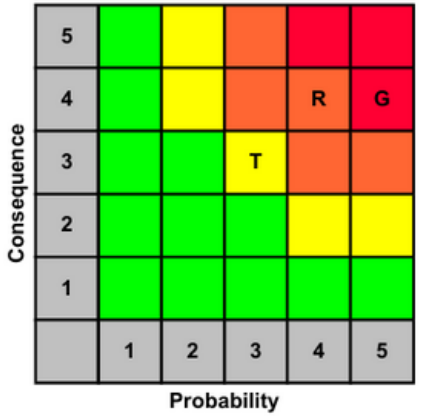
Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments

Backlog cases	Implement action plan to reduce backlog in line with timeframe set	In Progress	Jonathan McGilly	3/31/2026	During 2024-25, Council received 1,141 local planning applications which is the third highest across Northern Ireland. The processing time for local planning applications increased from 33.7 weeks in 2023-24 to 45.2 weeks in 2024-25 which is above the regional average of 19.0 weeks and exceeds the statutory standard of <15 weeks. During 2024-25, Council received fourteen major planning applications, six more applications than what was received in 2023-24. The processing time for major planning applications decreased from 154.8 weeks in 2023-24 to 29.6 weeks in 2024-25 which was the highest decrease in processing times recorded across all 11 Councils. It is below the regional average of 39.6 weeks and is within the statutory standard of <30 weeks. In 2024-25 there were 263 enforcement cases opened, representing an increase of 5.2% compared to the 250 cases opened in 2023-24. Statistics for 25/26 year will not be available until Q2 2026, however up to 30 September 2025, 6 major applications were approved and 5 received. 578 local applications received and 522 determined, with average processing time of 44.6 weeks, representing a small decrease from 24/25 figure. 160 enforcement cases were opened and 102 concluded with 72.5% concluded with target against a target of 70%. Performance continues to be reviewed internally with review by SMT and SPR committee. As of January 2026, all vacant posts have been filled and HLA students will join the team by end of January 2026.
Internal Review of overturn decisions	Council will undertake a review/audit of overturn decisions - this is based on the NIAO Public Accounts Committee report on Planning decisions across Councils in NI	In Progress	Conor Mallon Jonathan McGilly	3/31/2026	Audit is now complete and presented to Audit Committee. Action Plan agreed with Planning Committee in July and currently being implemented. Training for Members was held in July 2024 and Programme of training currently being developed. Revised work plan to be tabled at may Planning Committee and training for Members to take place in 2025 after Council AGM. Training for staff and members is now being considered as part of the Planning improvement programme following engagement with DfI across all Councils. The scheme of delegation and operating protocol has been reviewed by Planning Committee in September 2025, to consider the remaining actions in the audit report around thresholds for overturn decisions and review of call in panel membership.
Recruitment Drive For Planners	Council want to ensure that there is an adequate number of planner going forward and to ensure there is a career path available for students.	In Progress	Jonathan McGilly	3/31/2026	Council have been liaising with the Department about the possibility of a graduate recruitment Programme going forward. An initiative involving 4 Council and DFI has been developed and as a result 2 higher level apprentices will join NMDDC in late January 2026, they will work across the functional areas of planning department for 2.5 years while studying 1 day per week at Belfast Met.

Regional Planning Review	The Public Accounts Committee issued a regional report on Planning in Northern Ireland on 24 March 2022	In Progress	Conor Mallon	3/31/2026	Performance improvement plan has been developed covering key areas of Planning. This was agreed between DfI and Councils and has involved engagement with PAC. This work is managed by Head of Planning group and is reported on to SOLACE and wider partnership groups involving DfI , PAC and Solace. This work remains ongoing and following recent discussions SOLACE has requested additional actions be added to the work plan including more engagement with PAC etc, this has been agreed by DfI and work has commenced to review and revise PIP objectives in line with recent engagement with DfI and SOLACE. Following engagement and review of PIP actions with DfI and SOLACE a revised PIP has been established and is being implemented in partnership with DfI.

Risk CR. 05 - Failure to adequately deliver future efficiencies and improvements



Risk Categories	Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service
Risk Description	Failure to adequately deliver future efficiencies and improvements
Potential Root Cause	Difficulty recruiting key positions in Council. Corporate efficiency projects and other improvement activities are not currently joined-up with wider transformational activity The Council is currently unable to track the realisation of benefits (financial or non-financial) arising from investment in new IT systems (i.e. Legend) A lack of corporate capacity currently exists to support transformational activity The overall affordability of the Councils long term plans considering; Cost of Living Crisis / inflation / pay demands. Legacy HR systems are not providing management with timely and detailed information
Consequence	Not promoting a single corporate identity The budget situation will continue to get worse (salaries and wages) therefore not providing VFM Our ability to provide citizens / customers with the services they require will be significantly constrained We will potentially lag behind other Councils & other public sector organisations
Risk Owners	Senior Management Team; Marie Ward
Gross/Inherent Risk	Red 20
Residual Risk	Amber 16
Target Risk Level	Yellow 9

Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Hungry

Objectives

7. Deliver sustainable services

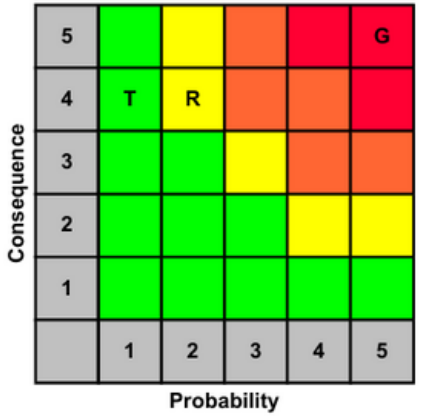
Key Controls Identified

1. PFF now complete
2. IT Project Group in place and meets regularly
2. IT Strategy in place
3. Internal Audit carried out in 2024-25 on User Access Management

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Digital Strategy	Digital Strategy action plan is being developed.	In Progress	Veronica Keegan	3/31/2026	The Digital Strategy has been approved by Council. A Priority Plan of new digital transformation projects is being developed with further workshops with SMT / CMT in Q3 2025/26. Final structures for Digital Transformation Section agreed on 19 November 2025. Digital Transformation Manager and Project Officer recruitment is progressing. Digital Projects Procedure adhered to and reported to SMT via ITPG chair. New Digital Projects have been identified across Directorates.
New HR System	New Self Service Human Resource Management system to be procured	In Progress	Marina Hughes Elaine Kirk	3/31/2026	The Outline Business Case for the procurement of new systems was considered and approved by ITPG. A framework has been identified and a summary specification is currently with providers to consider and it is anticipated that the full specification will be shared with identified provided w/c 19 January 2026.
Service Reviews	Service Reviews are currently being completed across Directorate in line with paper which was approved at SP&R	In Progress	Senior Management Team	3/31/2026	A draft action plan / timetable of service reviews has been provided to the Trade Unions as part of the agreement to the current dispute. Work is progressing. Service areas and HR continue to work together to ensure resources are appropriately directed to undertake the work required for Service/Structure Reviews.

Risk CR. 06 - Failure to adequately react to a major incident which would minimise any negative consequences/impact



Risk Categories	Buildings / Engineering / Environment Business operational/reputational Impact on individuals (staff or public) Statutory Duty (Legal/Regulatory)
Risk Description	In the event of a disaster or an emergency, the Council may not respond in a way which minimises any negative consequences/impact
Potential Root Cause	Natural disasters, localised flooding, Harbour disasters, Fire Pandemics - COVID 19 Significant IT failure Inadequate preparedness to be able to respond in the event of an emergency
Consequence	Reputational damage through inadequate civic leadership to provide adequate community emergency support Loss of income Loss of life Litigation - civil/criminal increased insurance premiums
Risk Owners	Sinead Murphy; Senior Management Team
Gross/Inherent Risk	Red 25
Residual Risk	Yellow 8
Target Risk Level	Green 4
Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Averse

Objectives

7. Deliver sustainable services

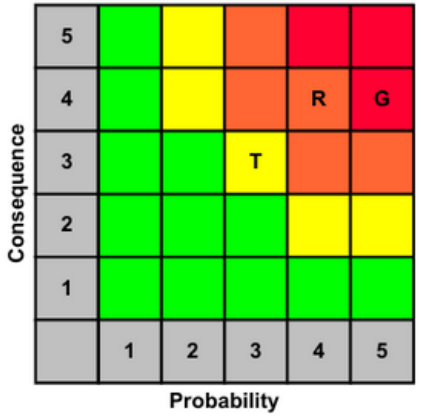
Key Controls Identified

1. Emergency planning measures in place, including:
-Flood risk plan
-Inter-agency group
1. Annual Winter Resilience Plan in place
1. Business Continuity scenario plans in place
1. Dedicated Emergency Planning team and professionally trained and experienced staff
1. Test exercises completed on a regular basis and lessons learned communicated
2. Member of Southern Region Emergency Planning Group
2. Member of the South East Flooding Recommendations Working Group
2. New regional local government regional model
3. Advisory Audit of flood grant verification took place in December 2024
3. Internal Audits Completed;

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Documenting Business Continuity Plans	BCPs to be documented for each Service Area	In Progress	Sinead Trainor	3/31/2026	Revision of all Departmental BCP's is continuing into 2025/26 .
Northern Ireland Emergency Planning Structures	Officers will continue to attend and contribute to the NI Emergency Planning Structures.	In Progress	Senior Management Team	4/1/2026	Council continued to be represented at NIEPS were any upcoming incidents are discussed.
Risk Assessments	A review of all Council Risk Assessments currently in place and a review of all Officers who have been trained in IOSH	In Progress	Sinead Trainor	3/31/2026	IOSH training and risk assessment workshops have now completed by staff across the organisation. Departments are now reviewing and implementing risk assessments. Corporate compliance dashboard to be developed to give SMT assurance on status of H&S compliance.
Scenario Planning	A new scenario planning event to take place	In Progress	Sinead Trainor	4/30/2026	A new cross border scenario planning event is being coordinated via Central Emergency Plan team for Local Government. NMDDC SHEP team are preparing to host an emergency test exercise for SMT/CMT staff in April 2026

Risk CR. 07 - Failure to implement an economic development Programme to drive growth within the District



Risk Categories	Impact on individuals (staff or public) Quality of Service
Risk Description	CR. 07 - Failure to implement an economic development Programme to drive growth within the District
Potential Root Cause	Uncertainly in relation to the future funding landscape/opportunities Failure to engage stakeholders (public and private sector) Inflationary pressures and higher interest rates. Issues with delivery of City Deal ambitions across the District Labour Market shortages following the impact of Brexit – cross border mobility Macro-Economic challenges in international markets
Consequence	Lack of investment in the District and lower levels of economic activity Lack of confidence from the private sector Some services, which were funded externally, not being delivered Inadequate levels of service provision
Risk Owners	Conor Mallon
Gross/Inherent Risk	Red 20
Residual Risk	Amber 16
Target Risk Level	Yellow 9

Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Hungry

Objectives

1. Support the continued growth and development of our local economy
4. Support regenerative tourism opportunities which promote our culture, heritage and environment
6. Develop and revitalise our district
7. Deliver sustainable services

Key Controls Identified

1. Digital Innovation and Regeneration Team Developed

1. FFNI Digital Transformation Projects underway

1. Regeneration and Economic Development Strategy 2020-25 in place with new strategy being developed
2. Local Economic Partnership and Labour Market Partnership established

2. DTFF Steering Group now established

2. Engagement with other Councils, other Departments, NILGA and the Private Sector through the Chamber of Commerce
2. GoSuceed Programme has a NI wide oversight group established

2. Programme and Project Governance Structures in place for delivery of capital projects

3. Internal Audit on Economic Development and Inward Investment scheduled for 2025-26

3. Internal Audit on Review of Labour Market Partnership completed in 25/26 - Assurance Rating Satisfactory
3. Internal Audits Completed and Scheduled going forward - including the Enhanced Flood Support Scheme grant

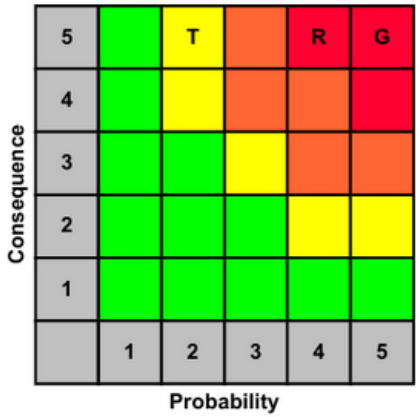
Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
City Deals	Actively engage in Belfast Region City Deal	In Progress	Conor Mallon Marie Ward	3/31/2026	The Belfast Region City Deal was signed in December 2021 and unlocks £1 billion of transformative co-investment. OBCs for NMD projects have been approved by BRCD Board and relevant Government Departments. Contracts for funding and funding agreements have been progressed. MMGP: Following the withdrawal of support from the National Trust and Forest Service for progression of the Gateway project in their lands, the MMGP cannot proceed. Final claim against costs approved. Council to instruct the removal of MMGP from ARUP work schedule and termination of LoO with BRCD. Council is working with members and BRCD stakeholders in the identification of a suitable alternative proposal for consideration by BRCD, and DfE that may retain funding to NMDDC. NCCR: Following the receipt of a Pre Action Protocol on the Civic and Regional Hub, this project is delayed pending a decision on a JR estimated time: March 2026. Delivery against the Theater and Conference facility will proceed in January 2026. Grade A Office Development grant scheme opened Q3 25/26 and will re open early 2026.
DBEC	Actively engage in the Dublin Belfast Economic Corridor	In Progress	Conor Mallon Marie Ward	3/31/2026	Council continue to perform the administrative lead for the Dublin Belfast Economic Corridor, and actively participate in the Chief Executive Board, Directors Board and Political Advisory board meetings. Collaborative opportunities being identified and pursued were appropraite.

Digital Innovation and Regeneration / DTFF (Digital Transformation Flexible Fund)	Delivery of Digital Infrastructure and Digital Related projects under the FFNI Consortium / NMDDC	In Progress	Conor Mallon Amanda Smyth	3/31/2026	Digital Transformation Flexible Fund team are responsible for centralised implementation and delivery of the DTFF programme across all Council areas. Total value of funding £7.5m. NMDDC is the lead Council for this project. Invest NI is the Investment Decision Maker. Project on target for delivery against funding allocation. BRCD Digital Pillar projects including proposed Regional Innovation Hub for NMDDC. Approval in place to progress OBC. Project location proposed for Civic and Regional Hub (refered to comment above). MOU in place with QUB. Digital Innovation and Regeneration team are appointed by Solace as lead for NI as central contract for engaging on the Mobile Action Plan and engaging with NI Council's Digital Champions with respest to progressing the Mobile Action Plan. Funding secured from DSIT for delivering of a pilot innovation mobile connectivity project for Castlewellan Forest Park; engaging with internal Departments around opportunities for deployment of mobile technologies for enchanced digital management and development of the forest.
LEP/LMP	Delivery of the Local Economic Partnership and the Labour Market Partnership	In Progress	Conor Mallon Amanda Smyth	3/31/2026	LEP: Council have established a Local Economic Partnership, and have secured a LoO of £4.5 Million from DfE for delivery of an action plan up to March 2028. Action Plan has been approved by the LEP and DfE; Resource of 2 will be in place for LEP by 01 Feb 2026. LMP: NMDDC is delivery lead for NMD LMP and have delivered sucessfully against action plan for 25/26. Council await a funding committment for 26/27; delay in issue of a LoO or Letter of Content poses a risk to security of staff. Absence of a funding commitment from Jan 26 will lead to PM post vacant from 01 April pending a recruitment and significant impact to delivery in 26/27.

Support local businesses	The Council is also providing support, advice and guidance to local businesses as they anticipate and manage the changes associated with Brexit.	In Progress	Amanda Smyth	3/31/2026	Go Succeed: NMDDC is a delivery partner for Go Succeed, the NI business support programme offering mentoring support to businesses in specialised areas. Funding is in place until March 26, and active engagement is on-going with MHCLG and DfE regarding on-going funding for 26/27. MHCLG have confirmed (Dec 25) a funding budget of £2.53m to Go Succeed which is a 64% funding cut. International Relations: Council is also recognising the opportunity as positioning the district from an investment perspective as having unfettered access to both UK and EU markets; Shaping Sustainable Places: SSS is a new funding model from DfC, DfI and DAERA from 26/27 for a 3 year period. Council are actively engaging with DfC (lead Dept) regarding the opportunity and requirements for securing funding.

Risk CR. 08 - Failure to adequately manage sickness absence resulting in delays and an inability to deliver Council services.



Risk Categories	Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service
Risk Description	CR. 08 - Failure to adequately manage sickness absence resulting in delays and an inability to deliver Council services.
Potential Root Cause	Increased levels of sickness absence Failure to adequately manage sickness absence Failure to conduct Return to Work Meetings following instances of absenteeism Increase in sickness absence being experienced across all sectors
Consequence	Increase in sickness absence Critical services failing to be delivered Financial cost of Occupational Sick Pay Impact on remaining staff of increased workloads to cover sickness absence Increased cost to Council due to the use of agency staff/overtime
Risk Owners	Senior Management Team
Gross/Inherent Risk	Red 25
Residual Risk	Red 20
Target Risk Level	Yellow 10

Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Minimal

Objectives

2. Improve the health and wellbeing of everyone in the district
8. Represent the voice of the district with our partners

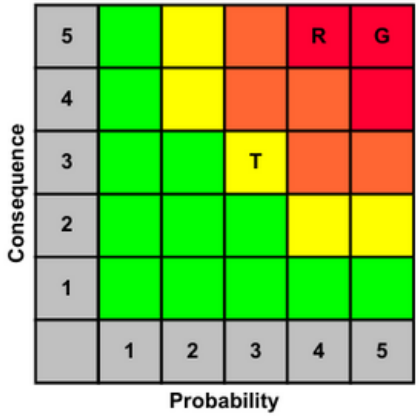
Key Controls Identified

1. Employee Health Cash Plan
1. Human Resources Team
1. Managing Attendance Procedure
2. Health and Wellbeing Working Group/Team
2. Occupational Health Service
2. RTW absence interviews are now being monitored through the CMT group
3. Advisory Internal Audit on HR Policy completed in September 2025
3. Internal Audit of Sickness Absence in completed in 2023/24 - Satisfactory

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Health and Wellbeing Initiatives	Annual schedule of Health and Wellbeing Initiatives events & Stress Audit planned	In Progress	Sinead Murphy	3/31/2026	The Health and Wellbeing Working Group (HWWG) have delivered a number of H & WB events throughout the year, which coincide with an annual calendar of events, including Talk Money Week which was marked by 2 Lunch and Learn events, Health Checks for staff in December, World Menopause month which was marked by an information session and of course the second Health and Wellbeing Day took place at Dromantine Conference Centre on 20th October with 91 staff attending. The HWWG also issue Newsletters to promote H & WB among staff. A schedule of events for 2026 is under development. The HWWG and HR will also deliver a H&WB survey, including stress risk assessment, now in 2026 which will support the development of an action plan going forward. Engagement with the HSE NI to support the survey and work is underway to procure a facilitator to undertake the survey.
Return to Work interviews	The completion rate of RTW in line with procedure	In Progress	Marina Hughes	6/30/2026	RTW meetings are a core line management responsibility. HR will continue to provide support and management information. The level of outstanding RTW meetings remains under regular review with HR providing regular reports to SMT, CMT and management. SMT & CMT ensure compliance in their areas of responsibility. The attendance management audit (December 2023) provided satisfactory assurance. All relevant agreed actions have been completed. The outstanding RTW meeting report has been updated, mandatory training for managers has been developed and the RTW meetings process for long term absence is under review.
Training	All Managers must complete Managing Attendance training on the Councils e-learning platform	In Progress	Marina Hughes	3/31/2026	The attendance management audit (December 2023) provided satisfactory assurance. Actions relating to mandatory attendance management training and refresher training was agreed. HR have included on Skillgate Attendance Manager training for line managers to establish robust processes which contribute to reduction in sickness absence durations. Line managers are referred to the attendance management module on Skillgate and HR are providing one to one support for line managers. Further line management guidance was circulated to remind managers of the AM process and responsibility to undertake RTW interviews.

Risk CR. 09 - Risk to the long term financial stability of Council in relation to the delivery of Council Services



Risk Categories	Business operational/reputational Financial Quality of Service Statutory Duty (Legal/Regulatory)
Risk Description	Risk to the long term financial stability of Council in relation to the delivery of Council Services
Potential Root Cause	Pay Pressures - Regional and Local National Insurance Employer Contributions rise is a recurring cost from 1 April 2025 Central Government Funding Cuts - Animal Welfare / Communities etc Erosion of Rate Support Grant since LG reform Inflation and higher interest rates and utility costs Central Government Budget not known prior to striking the rate Capital Programme affordability and availability of funding Risk to Council Rates Income and volatility of our ratebase Impact of potential changes as to how rates are calculated (Uniform Business Rate Review) Impact of the Windsor Framework going forward
Consequence	Council income reducing Going concern issues Large increase in District Rate going forward - negative publicity Council Reserves reducing to inadequate levels Social impact - economic inequality and increased risk factor for poor mental health
Risk Owners	Gerard Byrne; Senior Management Team

Gross/Inherent Risk	Red 25	**Last Review**	1/7/2026
Residual Risk	Red 20	**Next Review**	4/7/2026
Target Risk Level	Yellow 9	**Risk Appetite**	Risk Open

Objectives

1. Support the continued growth and development of our local economy
2. Improve the health and wellbeing of everyone in the district
6. Develop and revitalise our district
7. Deliver sustainable services
8. Represent the voice of the district with our partners

Key Controls Identified

1. Monthly Management Accounts completed by Finance

1. Quarterly Management Accounts to Committee - AD Variance Analysis

2. Engagement with ALGFO and FWG ongoing quarterly

2. Quarterly Budget meetings in place with Directorate Teams

2. Service and Business plans now in place

2. Treasury Management expert contracted by all 11 Councils

3. Internal Audit completed in 2023-24 on Management accounts processes given a satisfactory assurance rating

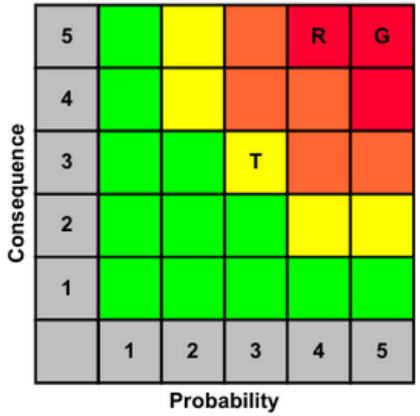
3. Internal Audits Completed and Scheduled going forward

3. Statutory Financial Audit by NI Audit Office

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
New Finance Solution	Council to procure an up to date finance solution which will better aid decision making and reporting going forward.	In Progress	Gerard Byrne	3/31/2026	Initial project mandate approved by ITPG on the 22 July 2025. Full Business Case to be developed and presented to ITPG, before going to SP&R for approval in Q4.
Reserves Policy	A reserves policy to be drafted and approved by Council.	Completed	Gerard Byrne	1/31/2026	A Reserves Policy was approved at the September 2025 SP&R Committee. The document will determine Council's policy in relation maintaining its financial reserves and funds to allow proper financial planning and ensure adequate financial resilience. The Procedures were formalised at the Strategic Finance Working Group in October 2025.
Treasury Advice - Banking	All 11 Councils receive weekly updated from our Treasury Management Expert in relation to banking and lending.	In Progress	Gerard Byrne	3/31/2026	While we closely monitor market conditions, we are meeting with our Treasury Advisors in relation to our current Banking and Money Market arrangements. Further Meetings will take place as they year progresses.
Working Groups	Multiple Officer groups discussing these financial concerns on a regular basis.	In Progress	Gerard Byrne Marie Ward	3/31/2026	CEO attends Solace who have direct engagement with the Permanent Sectaries Group. AD of Finance & performance attends the Council wide Finance Working Group (FWG) and Association of Local Government Finance Officers (ALGFO). Partnership Panel also meet with Ministers as required. Management also meet with our Treasury Advisors on a regular basis to get an overview of the economic situation on a global scale - i.e. interest rates / borrowing etc Officers will continue to attend and input into the above groups.

Risk CR. 10 - Failure to effectively plan for and manage a Cyber Security Attack



Risk Categories	Business operational/reputational Impact on individuals (staff or public) Quality of Service
Risk Description	Risk of a cyber security event causing significant operational, financial and reputational damage to the Council
Potential Root Cause	Cyber attack Lack of specialist/dedicated in-house resource Lack of staff compliance with IT training Accidental breach of security Breach of people, process, physical or technical controls Failure to respond to and recover from a cyber incident within, or impacting upon, Council Lack of skills and competencies System vulnerabilities Supply chain breach
Consequence	Threat to availability, integrity and confidentiality of Council information and systems Failure to deliver Council services (including statutory and regulatory services) Financial loss Reputational damage Extended period to recover services to Business as Usual (BaU) Destruction of systems and data Theft of data for criminal use Political impact Environmental impact
Risk Owners	Veronica Keegan; Gavin Ringland
Gross/Inherent Risk	Red 25
Residual Risk	Red 20
Target Risk Level	Yellow 9
Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Averse

Objectives

7. Deliver sustainable services

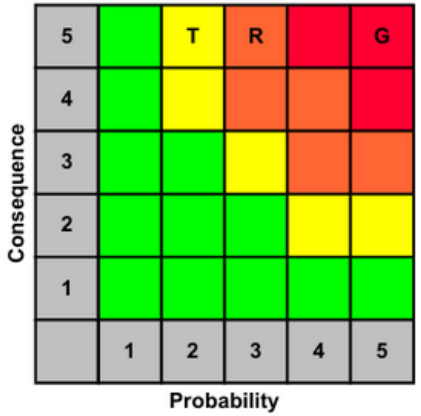
Key Controls Identified

1. Agile working policy now in operation from 12 September 2022
1. Back up arrangements
1. Business Continuity Scenario Planning
1. Participation in threat intelligence networks
1. Penetration testing and vulnerability scanning
1. Phishing simulation and learning exercises
1. Technical security controls and arrangements
2. Engagement with Cyber bodies
2. National Cyber Secuirty training
3. Internal Audit carried out in 2024-25 on User Access Management with a Limited Assurance Rating

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Business Continuity Plans	BCP plans to be updated to reflect the cyber risk	In Progress	Gavin Ringland Sinead Trainor	3/31/2026	CMT to ensure that BCPs for each service area are in existence, regularly reviewed and tested where possible/appropriate
Cyber Incident Response/Disaster Recovery	Establish and test cyber incident response and disaster recovery capabilities and implement SOC/SIEM/XDR Service	In Progress	Gavin Ringland	3/31/2026	The Disaster Recovery run book has been finalised and accepted into operation. Worst Case Scenario (WCS) testing was last undertaken in November 2024. Testing was successfully completed exceeding Recovery Time (RTO) and Recovery Point (RPO) objectives. Re-tested scheduled for January 2026. The Deployment phase of the SOC/SIEM/XDR Service is complete with the move to Warranty phase realigned to run in parallel with the Technology Refresh Project. An overarching Cyber Incident Reponses plan is in draft form and due to be finalised and exercised by 31/03/2026.
Training / Development Plans	Training to increase User Resilience	In Progress	Gavin Ringland	3/31/2026	On-going eLearning and testing campaigns are mandatory for all digital users with compliance reports issued to Line Managers and Corporate Management Team.
Upgrade Virtual Servers	Upgrade the Operating Systems, database engines and on-premise applications to latest supported and stable versions	In Progress	Gavin Ringland	3/31/2026	Continuing reliance on “End of Life” Line of Business Systems is preventing the Operating Systems on all Servers from being brought up to a compliant and supported version.

Risk CR. 11 - Risk of Industrial Action impacting on Service Delivery



Risk Categories	Business operational/reputational Impact on individuals (staff or public) Quality of Service
Risk Description	Risk of Industrial Action impacting on Service Delivery
Potential Root Cause	In common with many sectors and employers across the UK, industrial unrest has become increasingly likely Unresolved Legacy employment issues Current economic climate
Consequence	Creation of uncertainty and instability Negative impact on service delivery and lost productivity Negative PR for the Council Management & HR time lost to IR issues which impacts on operational and strategic matters being progressed Financial implications for Council where meeting the TU demands results in increased salary costs
Risk Owners	Senior Management Team
Gross/Inherent Risk	Red 25
Residual Risk	Amber 15
Target Risk Level	Yellow 10

Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Averse

Objectives

2. Improve the health and wellbeing of everyone in the district
7. Deliver sustainable services

Key Controls Identified

1. Detailed budgeting process in operation

1. Qualified HR, IT & Finance professionals in place

2. Agreement was reached between MS and JTUS on 28 February 2024

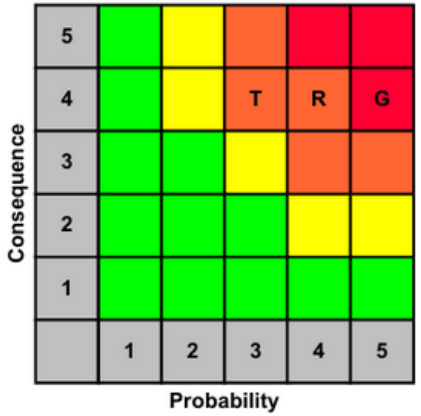
2. External Facilitator engaged

2. LRA Conciliation Process

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Rebuilding the Industrial Relations (IR) Framework	Agreement is in place between Management and the Joint Trade Unions, to work with an external facilitator, to rebuild the IR Framework and processes in NMDDC	In Progress		3/31/2026	Agreement was reached between MS and JTUS on 28 February 2024. Work is at an advanced stage in relation to the Industrial Relations Framework and between MS and JTUS and an agreed Workplan will be finalised in due course.

Risk CR. 12 - Insufficient staff resources to deliver Council services in an effective and efficient manner



Risk Categories	
Risk Description	Insufficient staff resources to deliver Council services in an effective and efficient manner There has been a difficulty in recruiting key positions in across Council. Another issue has been the retention of staff across all Directorates.
Potential Root Cause	Pay scales in private sector Competitive Job Market Candidates less likely to apply for temporary positions Labour Market Trends - decrease in unemployment and economic inactivity rate, increase in employment rate and cross border mobility
Consequence	Our ability to provide citizens / customers with the services they require will be significantly constrained We will potentially lag behind other Councils & other public sector organisations Increased costs due to employing agency staff / consultants etc
Risk Owners	Senior Management Team; Marie Ward
Gross/Inherent Risk	Red 20
Residual Risk	Amber 16
Target Risk Level	Amber 12
Last Review	1/7/2026
Next Review	4/7/2026
Risk Appetite	Risk Cautious

Objectives

7. Deliver sustainable services

Key Controls Identified

1. Agency Framework in place
1. Code of Procedures on Recruitment and Selection
1. Qualified HR professionals in place
2. SMT review of recruitment schedule

Action Plans

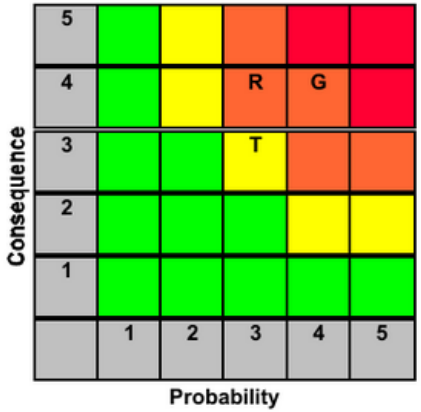
	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Alternative methods of recruitment	HR to look at alternative method of recruitment due to the difficulties in recruiting into key positions across Council. All Directorates are struggling to fill certain vacant posts.	In Progress	Marina Hughes	3/31/2026	TThis includes the Regional Approach in relation to the Talent Management Strategy which is overseen by the LG Staff Commission. NMDDC represented on and contributing to LGSC Regional Talent Management Group. This will be supplemeneted with information from the Solace NI working group. Directors and Assistant Director posts as part of PFF has now been filled. It should be noted that there are still challenges across the Directorates on a number of posts at different levels. Permission has been sought from the Local Government Staff Commission to deviate from the Code of Procedures on Recruitment and Selection, which includes a less formal approach to recruitment for manual posts and extension to the duration of reservice lists for recruitment campaigns. This will continue to be considered. The principles of the successful recruitment campaign devised for Refuse & Cleansing has been appied within AHC, Indoor Lesiure and has been planned for S & E, Mainenance. Other similar vacancies is also considered at the point of recruitment to reduce the number of recruitment exercises.
Higher Level Apprenticeship Scheme - Planners	Work is ongoing with the Department and other Councils on the viability of the HLA scheme for Planners	Completed	Jonathan McGilly	3/31/2026	A HLA Scheme has been introduced in conjunction with 4 Councils and Dfi. The recruitment drive was launched in November 2025 for HLA:Planners and 2 new apppointees will commence of 27 January 2026.
Service Reviews	Service Reviews are currently being looked at in line with paper which was approved at SP&R.	In Progress	Senior Management Team	6/30/2026	A draft action plan / timetable of service reviews has been provided to the Trade Unions as part of the agreement to the current dispute. Work completed includes, Democratic Services review, Planning staff changing from NICS to NMDDC terms and conditions, Refuse & Cleansing posts. Work in progress, includes the Indoor Leisure Multi Skilled Leisure Attendants. Service areas and HR continue to work together to ensure resources are appropriately directed to undertake the work required for Service/Structure Reviews.

NMDDC Corporate Risk Register Cover Sheet - January 2026

Risk	Description	Risk Owner(s)	Gross Risk Score	Feb-25 Revised Residual Risk Score	Jan-26 Revised Residual Risk Score		Comments
ER01	Failure to sustainably grow the tourism industry across the District	Amanda Smyth	16	12	12	⇔	Risk score remains unchanged. Actions have been updated.
ER02	Failure to invest in towns and villages through urban and rural regeneration initiatives	Amanda Smyth / Jonathan McGilly	16	12	12	⇔	Risk score remains unchanged. Actions have been updated.
ER03	Failure to support the recovery of the arts and heritage sector across the District.	Amanda Smyth	15	9	9	⇔	Residual risk remains unchanged - actions have been updated.
ER04	Failure to effectively support the recovery and growth of the local economy	Amanda Smyth	16	12	12	⇔	Residual risk remains unchanged - actions have been updated.
ER05	Failure to secure, retain and maximise external funding opportunities to invest in the District	Amanda Smyth	16	12	12	⇔	Residual risk remains unchanged - actions have been updated
ER06	Failure to effectively implement MasterGov	Jonathan McGilly	16	12	12	⇔	Residual risk remains unchanged - actions have been updated
ER07	Failure to meet the statutory and corporate performance standards for processing planning applications, enforcement cases and complaints.	Jonathan McGilly	25	16	16	⇔	Risk Score remains unchanged - actions have been updated.
ER08	Failure to develop and deliver the Local Development Plan within agreed timescales.	Jonathan McGilly	16	12	12	⇔	Residual risk score remains unchanged. Actions have been updated.

Enterprise, Regenration and Tourism Direcotrate

Risk 01. Failure to sustainably grow the tourism industry across the District



Risk Categories	Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service
Risk Description	Failure to sustainably grow the tourism industry across the District
Potential Root Cause	NMD has a high dependency on one day domestic visitors Lack of investment in tourism sites and opportunities Poor collaboration with tourism industry Impact of recession on tourism industry
Consequence	Reputational damage for the District and Council Financial impact on the District and local tourism industry Negative impact on the local economy and jobs
Risk Owners	Amanda Smyth
Gross/Inherent Risk	Amber 16
Residual Risk	Amber 12
Target Risk Level	Yellow 9
Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Open

Objectives

To progress tourism, culture and heritage which delivers for local communities, businesses and the environment

Key Controls Identified

Belfast Region City Deal tourism projects

Council Tourism Facilities

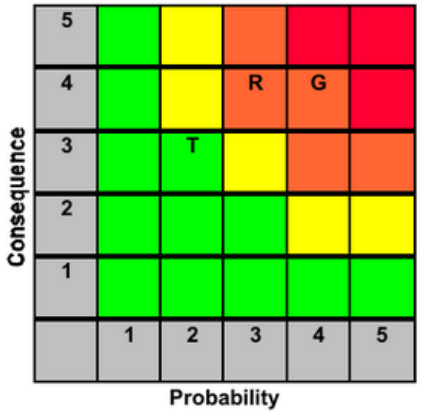
Effective partnership working between Tourism NI, NMDDC, other stakeholders i.e. Tourism Ireland, Shared Island
Flagship events programme

Tourism Strategy 2024-29

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
BRCD Tourism Pillar	Delivery of a flagship international tourism project that can attract international visitors and deliver against BRCD Ambitions	In Progress	Amanda Smyth	31/03/2026	The Belfast City Region Deal was signed in December 2021 and unlocks £1 billion of transformative co-investment. Following the removal of support from National Trust & Forest Service for the MMGP, Council are working with members and external industry specialists and have developed a concept proposal for consideration by BRCD and investment decision makers.
Tourism Strategy	Launch and commence delivery of the Tourism Strategy for 2024-29	In Progress	Amanda Smyth	31/03/2026	Implementation of the new Tourism Strategy 2024-29 is underway working with tourism industry partners and key stakeholders. Industry support programmes are in place to support tourism businesses and to develop new visitor experiences.
UNESCO Global Geopark	Continue to deliver the UNESCO Geopark action plan.	In Progress	Amanda Smyth	31/03/2026	Work ongoing with key partners to implement the Geopark Development Plan and work towards revalidation of geo park status in 2026..
Visitor Experiences	Develop the tourism proposition for the district and new visitor experiences.	In Progress	Amanda Smyth	31/03/2026	Work ongoing to develop new visitor experiences to showcase NMD food and activity tourism sectors; Tree Tops visitor experience is being developed for Castlewellan Forest Park; Camlough Lake recreational hub being progressed. Continued growth of tourism giant adventure events

Risk 02. Failure to invest in towns and villages through urban and rural regeneration initiatives



Risk Categories	Buildings / Engineering / Environment Business operational/reputational Impact on individuals (staff or public) Quality of Service
Risk Description	Failure to invest in towns and villages through urban and rural regeneration initiatives
Potential Root Cause	Lack of timely and appropriate planning Lack of planning policy and adherence to existing policies Poor identification /needs analysis Failure to utilise existing assets Insufficient funding and resources
Consequence	Poor and inadequate service delivery by the Council Reputational damage for the Council and District Impact on the quality of life and environment for urban and rural communities Low levels of investment in urban and rural areas
Risk Owners	Jonathan McGilly; Amanda Smyth
Gross/Inherent Risk	Amber 16
Residual Risk	Amber 12
Target Risk Level	Green 6
Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Open

Objectives

To deliver regeneration investments in infrastructure, tourism & cultural assets, that will revitalise the district as a

Key Controls Identified

Baseline information on regeneration issues updated on an continuous basis

Collaboration with the Planning Department

Masterplans

Partnership working with public and private sector partners

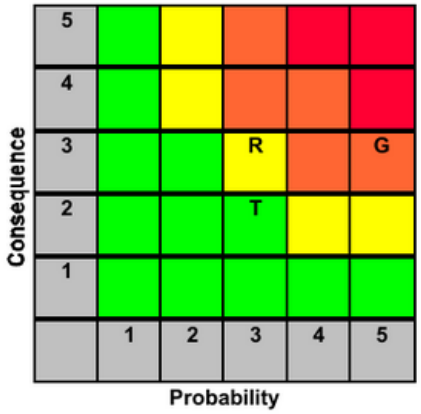
Regeneration and Economic Development Strategy 2020-25

Village Plans

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Forward Plan of regeneration initiatives	Progress the development and delivery of strategic regeneration projects identified and agreed at Council	In Progress	Jonathan McGilly Amanda Smyth	31/03/2026	New Regeneration and Economic Development Strategy will be created in Q1 2026/27. Downpatrick Regeneration is ongoing; CFP Innovation Project underway; Kilkeel Lower Sq & River Walk on-going; De-Courcy & Church Sq in procurement; NCCR projects being progressed;
Local Economic Partnership	Progress the ambitions of the Local Economic Partnership and delivery against agreed Action Plan	In Progress	Jonathan McGilly Amanda Smyth	31/03/2026	New LEP has been formed in Jan 2025, with LoO for £4.5 Million in place from Nov 2025, to support consideration regeneration programmes up to March 2026
Shaping Sustainable Places	Work with DfC and other stakeholder to review new and emerging priorities that can be delivered through SSP and other funding avenues, and supports delivery against ambitions of master plans and village plans	In Progress	Jonathan McGilly Amanda Smyth	31/03/2026	Working with DfC regarding the development of new Regeneration Programme, and identification of projects can be delivered under this new funding stream

Risk 03. Failure to support the recovery of the arts and heritage sector across the District



Risk Categories	
Risk Description	Failure to support the recovery of the arts and heritage sector across the District.
Potential Root Cause	Failure to manage the Council's heritage assets, including buildings and collections Lack of training and resources Poor engagement and partnership working with key stakeholders Impact of recession and lack of investment in the arts, culture and heritage sector
Consequence	Reputational damage to the Council and District. Financial impact on the District and potential loss of jobs. Low levels of customer satisfaction and potential impact on community wellbeing.
Risk Owners	Amanda Smyth
Gross/Inherent Risk	Amber 15
Residual Risk	Yellow 9
Target Risk Level	Green 6

Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Open

Objectives

To progress tourism, culture and heritage which delivers for local communities, businesses and the environment

Key Controls Identified

Arts, Culture and Heritage Strategy

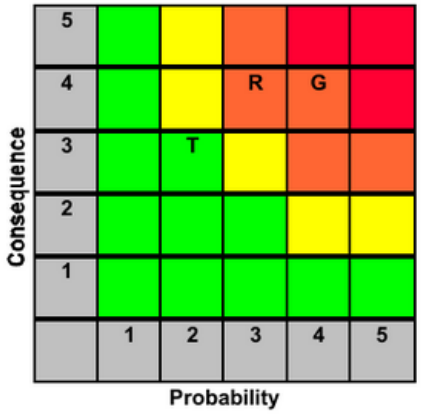
New Theatre - Conference Facility

Strategic Review of Museums Service

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Arts, Culture and Heritage Strategy	Continue implementation of the Council's Arts, Culture and Heritage Strategy 2022-27	In Progress	Amanda Smyth	31/03/2026	Delivery against key priorities monitored via ERT Departmental Business Plans
Continue to develop our Arts Facilities and Programming	Continued development of Arts offering through NTH, WTH and Down Arts Centre	In Progress	Amanda Smyth	31/03/2026	Continue to progress the new Arts - Conference facility in Newry, including forward plan for Arts programming in new facility. Arts Programming for Newry / Warrenpoint being developed for 25/26
Strategic Review of Museums Service	Continue to implement the recommendations of the Strategic Review of Council's Museum Service.	In Progress	Amanda Smyth	31/03/2026	Work continuing to implement strategic review recommendations, including development of updated Forward Plans for each museum.

Risk 04. Failure to effectively support the recovery and growth of the local economy



Risk Categories	Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service
Risk Description	Failure to effectively support the recovery and growth of the local economy
Potential Root Cause	Inadequate identification of the needs of local businesses and other key stakeholders Ineffective partnership arrangements with the private sector and local employers Failure to effectively engage with the education sector Poor collaboration with Government departments, specifically the Departments for Economy and Education Lack of resources and poor leadership Withdrawl of key funding streams Economic factors and government policy
Consequence	Financial impact on the Council and District Reputational impact on the Council and District Lack of investment in the District Local communities do not reach their full potential Socio-economic inequalities emerge and deepen across the District Inflation - cost of living
Risk Owners	Amanda Smyth
Gross/Inherent Risk	Amber 16
Residual Risk	Amber 12
Target Risk Level	Green 6
Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Open

Objectives

To deliver regeneration investments in infrastructure, tourism & cultural assets, that will revitalise the district as a
To support opportunities for sustainable and prosperous economic growth across the district.

Key Controls Identified

City Deal Skills and Employability Programme

Community Plan and Corporate Plan 2024-27

FFNI Digital Transformation Projects

Go Succeed Business Support programme

Labour Market Partnerships

Local Economic Partnership

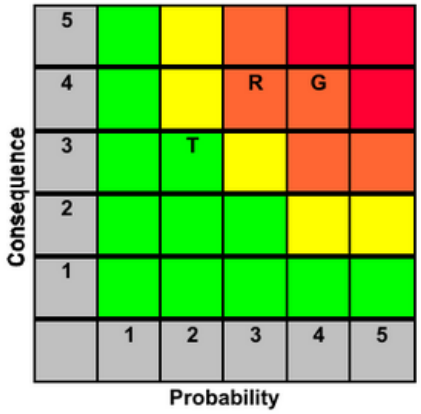
Partnership working with Chambers of Commerce and other key stakeholders

Regeneration and Economic Development Strategy 2020-25

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
City Deals	Actively engage in Belfast Region City Deal	In Progress	Amanda Smyth	31/03/2026	The Belfast Region City Deal was signed in December 2021 and unlocks £1 billion of transformative investment. Continued progression against BRCD project ambitions: investment in infrastructure, Skills, regeneration and tourism.
Local Economic Partnership & Labour Market Partnership	Delivery of economic growth through Local Economic Partnership and Labour Market Partnership action plans.	In Progress	Amanda Smyth	31/03/2026	Both Partnerships have developed action plans which have been awarded from DfE and DfC; delivery against both will ensure support for business growth, skill & labour market development & regeneration of economic infrastructure. LMP resource security moving into 26/27 may impact delivery.
Support Business growth	The Council is continuing to the support the growth of new and existing businesses through Go Succeed and DTFF business support programmes	In Progress	Amanda Smyth	31/03/2026	Go Succeed is the core business start up and growth support, delivered by NI Councils and funded by UK Government UKSPF. This is offering support to those wishing to start a new business or grow an existing. Funding is at risk for 26/27 period and level of delivery moving into the 26/27 period is unknown.

Risk 05. Failure to secure, retain and maximise external funding opportunities to invest in the District



Risk Categories	Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service Statutory Duty (Legal/Regulatory)
Risk Description	Failure to secure, retain and maximise external funding opportunities to invest in the District
Potential Root Cause	Failure to identify and promote investment opportunities Failure to develop professional networking opportunities Ineffective partnership working with Government Departments and private sector Lack of infrastructure and match funding Non-compliance with Letters of Offer Possible reduction in staff due to the loss of EU funding
Consequence	Reduced funding in future years, specifically EU funding Reduced levels of service provision Loss of employment within the Council and broader District Negative impact on the overall investment in the local area and local communities Socio-economic inequalities emerge and deepen
Risk Owners	Amanda Smyth
Gross/Inherent Risk	Amber 16
Residual Risk	Amber 12
Target Risk Level	Green 6
Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Open

Objectives

To deliver regeneration investments in infrastructure, tourism & cultural assets, that will revitalise the district as a
To support opportunities for sustainable and prosperous economic growth across the district.

Key Controls Identified

Cross border partnerships and European partnerships through EBR

Funding information bodies / bulletins

International Relations activity is ongoing

Partnership working with Invest NI and Government Departments

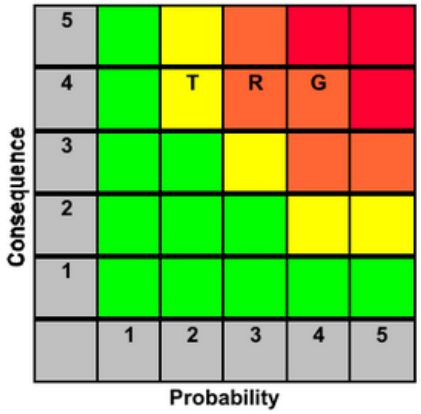
Regeneration and Economic Development Strategy in place

University of Ulster School of Economics Service Level Agreement

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Emerging programmes	Research and develop proposals for future funded programmes, including the Shared Prosperity Fund, Peace Plus, Community Renewal Fund, Shaping Sustainable Places, Shared Island Fund and LEPs and Labour Market Partnerships	In Progress	Amanda Smyth	31/03/2026	Officers continue to identify funding opportunities. The development of potential funding applications is underway.
Programme Delivery	Projects currently being scoped and delivered with funding secured under PEACE Plus, MHCLG, Shared Island Fund and Local Economic Partnerships, Labour Market Partnerships with monitoring and evaluation ongoing	In Progress	Amanda Smyth	31/03/2026	Delivery against programme timelines ongoing. Funding concerns for forth coming period: 26/27 on Go Succeed programme. Engaging with Gov (UK / NI) and other stakeholders around mitigating actions.

Risk 06. Failure to effectively implement MasterGov



Risk Categories	Business operational/reputational Impact on individuals (staff or public) Quality of Service
Risk Description	Failure to effectively implement MasterGov
Potential Root Cause	The new system is not fit for purpose for all Councils across NI. Lack of capacity and employees not effectively participating in training on how to use the new system. IT infrastructure within the Council does not support the new system.
Consequence	Financial cost in procuring a new system. Teething problems with the new system could have a negative impact on the Council's ability to achieve the statutory standards for processing planning applications and enforcement cases. Low levels of customer satisfaction and reputational damage.
Risk Owners	Jonathan McGilly
Gross/Inherent Risk	Amber 16
Residual Risk	Amber 12
Target Risk Level	Yellow 8

Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Minimal

Objectives

A statutory duty to apply the Planning Act / Development Management Regulations and enforcement

Key Controls Identified

Departmental Working Group

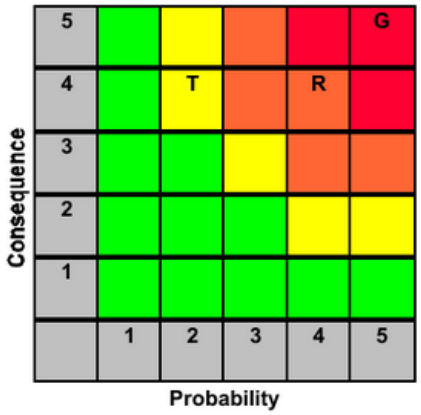
NMD representation on Working Groups

Partnership working Councils and the Department for Infrastructure

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Replacement System	Upgrade the existing IT planning infrastructure across NI.	In Progress	Jonathan McGilly	31/03/2026	The system is now operational. Work still remains ongoing to adapt the system to meet operational needs. The enforcement module has been updated and operational.. ICF continue to engage with partner Councils on implementation and host annual workshops in each Council with Planning staff to understand issues and explain changes and log new issues. Benefits realisation work is now underway to ensure informed choices ahead of contract renewal in 2030

Risk 07. Failure to meet the statutory and corporate performance standards for processing planning applications, enforcement cases and complaints.



Risk Categories	Business operational/reputational Quality of Service Statutory Duty (Legal/Regulatory)
Risk Description	Failure to meet the statutory and corporate performance standards for processing planning applications, enforcement cases and complaints.
Potential Root Cause	Complaints not being logged, monitored and responded to within the corporate timescales. Challenges of fully resourcing the Planning Department. Backlog of planning applications linked to the high volume of applications received by the Council.
Consequence	Complaints not being dealt with within the agreed corporate timescales. Failure to achieve the statutory standards for processing planning applications and enforcement cases. Low levels of customer satisfaction and reputational damage. Poor staff morale and low levels of productivity.
Risk Owners	Jonathan McGilly
Gross/Inherent Risk	Red 25
Residual Risk	Amber 16
Target Risk Level	Yellow 8
Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Minimal

Objectives

A statutory duty to apply the Planning Act / Development Management Regulations and enforcement

Key Controls Identified

Benchmarking performance across NI

Corporate Complaints Handling Policy and Procedures

Internal correspondence tracking system

Ongoing programme of recruitment

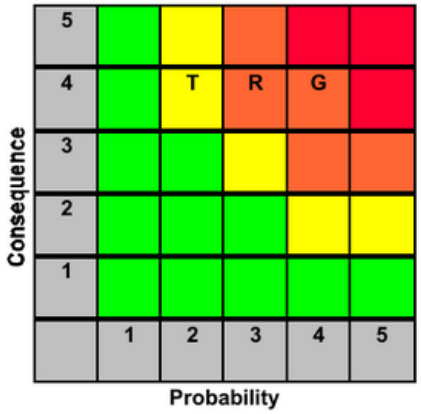
Regular performance reports considered by the Planning and ERT Committees

Statutory standards set for Councils in NI

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Internal Audit of Complaints Handling	Review why the Planning Department is not meeting the corporate processing timescales for handling complaints, to be reported to and monitored by SMT.	In Progress	Jonathan McGilly	31/03/2026	Complaint handling has been reviewed and targets are being met.
Processing times of planning applications and enforcement cases	Achieve the statutory targets for major and local planning applications and enforcement cases.	In Progress	Jonathan McGilly	31/03/2026	Challenge of achieving statutory targets remains. An action plan is in place as agreed by SPR and is monitored and reviewed monthly and reports brought back to SPR each quarter. Successive recruitment exercises to retain staff complement
Review complaints and correspondence	A senior planner will review complaints and correspondence on a weekly basis to ensure they are being responded to in accordance with the timescales within the corporate Complaints Policy.	In Progress	Jonathan McGilly	31/03/2026	Ongoing monitoring and weekly review of complaints made through BSM.

Risk 08. Failure to develop and deliver the Local Development Plan within agreed timescales



Risk Categories	Business operational/reputational Quality of Service Statutory Duty (Legal/Regulatory)
Risk Description	Failure to develop and deliver the Local Development Plan within agreed timescales.
Potential Root Cause	Challenges of fully resourcing the Planning Department. Slippage in the timetable for developing the plan. due to internal/external constraints. Reconsultation on proposed changes following representation period.
Consequence	Local Development Plan not produced in a timely way, leading to reputational damage. Impact on the future development of and investment in the District. Political reaction.
Risk Owners	Jonathan McGilly
Gross/Inherent Risk	Amber 16
Residual Risk	Amber 12
Target Risk Level	Yellow 8

Last Review	09/12/2025
Next Review	09/03/2026
Risk Appetite	Risk Averse

Objectives

Progress the preparation and delivery of the Local Development Plan (LDP)

Key Controls Identified

Holding regular progress review meetings

LDP progress against the revised timetablereported to Committee on a quarterly basis

Local Development Plan Steering Group

Local Development Plan Team

Ongoing collaboration with specialist experts and DfI

Stage 2 Publication of draft Plan Strategy June 2025

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Local Development Plan	Develop and deliver the Local Development Plan within the timescales agreed with the Department for Infrastructure.	In Progress	Jonathan McGilly	31/03/2026	The Council continues to progress towards the adoption of its draft Plan Strategy following publication in June 2025 in line with the published timetable

Report to:	Audit Committee
Date of Meeting:	29 January 2026
Subject:	Prompt Payment Statistics – Quarter 2 & 3 2025/26
Reporting Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance
Contact Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance

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

For decision		**For noting only**	**X**

1.0	**Purpose and Background**
1.1	'Prompt payment' is the payment of valid supplier invoices by public bodies, as set in government targets. This dataset contains the: • Total amount paid by each Northern Ireland council to suppliers • Total number of invoices • Number of invoices paid within 10 working days • Number of invoices paid within 30 calendar days • Number of invoices paid outside 30 calendar days 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'.
2.0	**Key issues**
2.1	The table below provides a comparison of prompt payment statistics for the last five financial years.

Financial Year	Within 30 days (T&C's)	Within 10 days
2019/20	90%	18%
2020/21	86%	11%
2021/22	89%	17%
2022/23	86%	43%
2023/24	95%	50%
2024/25	94%	46%

2.2 **Quarter 1 2025/26 - 1 April 2025 to 30 June 2025**

	Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices
Number of Invoices	865	4,382	492	4,874
Percentage	**10%**	**90%**	**10%**	**100%**
Value	£6,651,551	£21,339,639	£3,148,165	£24,487,804
Average number of days to pay suppliers: **17.43**			**Performance trend:** ↓	

2.3 **Quarter 2 2025/26 - 1 July 2025 to 30 September 2025**

	Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices
Number of Invoices	1,107	3,722	375	4,097
Percentage	**27%**	**91%**	**9%**	**100%**
Value	£3,270,085	£16,243,733	£1,535,413	£17,779,146
Average number of days to pay suppliers: **16.14**			**Performance trend:** ↑	

2.4 **Quarter 3 2025/26 - 1 October 2025 to 31 December 2025**

	Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices
Number of Invoices	1,556	3,928	588	4,516
Percentage	**34%**	**87%**	**13%**	**100%**
Value	£5,676,121	£12,938,826	£2,129,320	£15,068,146
Average number of days to pay suppliers: **17.84**			**Performance trend:** ↓	

3.0 Recommendations

31 To note:

- The Q2 and Q3 2025/26 Prompt Payment statistics.

4.0 Resource implications

4.1 The Purchase to Pay Team provide statistics to the Department for Communities on a quarterly basis. The prompt payment statistics are also published on our website.

5.0 Due regard to equality of opportunity and regard to good relations (complete the relevant sections)

5.1 ***General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes***

	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations	☒
5.2	***Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision*** Yes ☐ No ☒ If yes, please complete the following: The policy (strategy, policy initiative or practice and / or decision) has been equality screened	☐
	The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation	☐
5.3	***Proposal initiating consultation*** Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves	☐
	Consultation period will be 12 weeks	☐
	Consultation period will be less than 12 weeks (rationale to be provided)	☐
	Rationale: Consultation not required.	
6.0	**Due regard to Rural Needs (please tick all that apply)**	
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service Yes ☐ No ☒ If yes, please complete the following: Rural Needs Impact Assessment completed	☐
7.0	**Appendices**	
	None	
8.0	**Background Documents**	
	None	

Report to:	Audit Committee
Date of Meeting:	29 January 2026
Subject:	Conflict of Interest Policy & Procedures
Reporting Officer (Including Job Title):	Marie Ward Chief Executive
Contact Officer (Including Job Title):	Elaine Kirk Assistant Director of Legal and People

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

For decision		**For noting only**	**X**

1.0	**Purpose and Background**
1.1	At the Audit Committee, 25 September 2025, Councillor Bowsie, seconded by Councillor K Murphy, sought clarification of reference to the Information Commissioners Office guidance that the content of senior officers' declarations of interest did not need to be uploaded to the website.
2.0	**Key issues**
2.1	The Information Commissioner's Office guidance sets out examples for the use of district Councils, please see a hyperlink to the document, https://ico.org.uk/media2/for-organisations/documents/definition-documents-2021/4018870/dd-district-councils-ni-20211029.pdf
2.2	Page 11 of the guidance states:- *Senior Officers' declaration of interests* *This should include the names, departments, sections and job titles of all officers who have made entries. In relation to chief officers, information recorded in the 'professional' element of the register should also be disclosed subject to consideration of the UK GDPR.*
2.3	Senior Officers are employees of Council, disclosure is subject to Data Protection legislation, sensitive information relating to personal interests and Section 75 of the Northern Ireland Act 1998.
2.4	In relation to Council employees, disclosure must be on a lawful basis, personal data can only be disclosed or shared when necessary and on a proportionate, fair and lawful basis.
2.5	It is a matter for each individual employee to register their interests and decide how much detail of an interest should be recorded.
2.6	Elected Members are not employees of the Council, disclosure and registration of interests are governed by section 62 of the Local Government Act (NI) 2014. Council has a requirement in relation to Elected Members to ensure copies of the register are available at an office of the Council for inspection by members of the public and this is provided on the Council website.
3.0	**Recommendations**

3.1	Elected Members note the requirement in relation to senior officers' declarations of interest and that the Council are compliant.
4.0	**Resource implications**
	None
5.0	**Due regard to equality of opportunity and regard to good relations (complete the relevant sections)**
5.1	***General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes*** It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations ☒
5.2	***Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision*** Yes ☐ No ☒ If yes, please complete the following: The policy (strategy, policy initiative or practice and / or decision) has been equality screened ☐ The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation ☐
5.3	***Proposal initiating consultation*** Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves ☐ Consultation period will be 12 weeks ☐ Consultation period will be less than 12 weeks (rationale to be provided) ☐
	Rationale:
6.0	**Due regard to Rural Needs (please tick all that apply)**
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service

	Yes ☐ No ☒ If yes, please complete the following: Rural Needs Impact Assessment completed ☐ If no, please complete the following: The policy / strategy / plan / public service is not influenced by rural needs ☐
7.0	**Appendices**
7.1	https://ico.org.uk/media2/for-organisations/documents/definition-documents-2021/4018870/dd-district-councils-ni-20211029.pdf
8.0	**Background Documents**

Report to:	Audit Committee
Date of Meeting:	29 January 2026
Subject:	Planning Department Update
Reporting Officer (Including Job Title):	Jonathan McGilly Assistant Director Regeneration
Contact Officer (Including Job Title):	Jonathan McGilly Assistant Director Regeneration

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

For decision		**For noting only**	**x**

1.0	**Purpose and Background**
1.1	Following consideration of Planning performance paper at previous SPR committee an update report has been prepared to update members on activity since last report and reflecting data from report for Q3 2024/2025 published in April 2025
2.0	**Key issues**
2.1	**NISRA Statistics** (Excludes those not validated and PADs, PAN, Certificates of lawfulness, discharge of Conditions)

Live Planning application 30 June 2024 1505
Live Planning application 30 September 2024 1466
Live Planning application 31 December 2024 1529
Live Planning applications 31 March 2025 1526
Live planning applications 30 June 2025 1527

Major applications

Period	Av processing time	Nr Applications received	Nr Applications withdrawn	Nr Applications decided
QE Sept 2023	421 wks	3	0	1
QE March 2024	115 wks	0	0	4
QE Sept 2024	34 wks	4	0	2
QE Dec 2024	21.7 wks	0	0	2
QE March 2025	19.6 wks	3	1	4
QE June 2025	54.4 wks	4	0	2

LOCAL APPLICATIONS

Period	Av processing time	Nr Applications received	Nr Applications Withdrawn	Nr Applications decided
QE June 2024	43 wks	278	10	271
QE Sept 2024	46.4 wks	283	15	247
QE Dec 2024	50.1 wks	295	34	202
QE March 2025	45 wks	271	19	236
QE June 2025	46 wks	271	8	252

Average for year to date 46 weeks

Processing times for local applications remains above target and NI Average.

During this period NMD received the second highest number of applications in NI equating to approximately 11.4% of NI total and determined the third highest number of applications

CURRENT ANALYSIS OF ALL APPLICATIONS

Based on latest **available data as of 1/12/25:**

1811 live applications – (This includes ALL applications that are not captured and reflected in NISRA stats)

Made up as follows:

1282 applications are allocated & processing, approx. 25% are awaiting consultee responses.

529 awaiting allocation,

0 new applications to be validated.

For period April 2025 – December 2025 (9 mths) 951 applications have been determined, this remains at a similar level to 24/25 year.

For period April 2024 – March 2025, 1408 applications were determined. (23.5% increase)

For same period April 2023 – March 2024, 1140 applications were determined.

LOCAL DEVLOPMENT PLAN

Revised Development Plan timetable was agreed by Council in June 2023 and by the Department in September 2023.

	Draft Plan strategy was presented and agreed by Council on 31 March 2025 and was formally launched on 27 June and was followed by 12 week consultation period with a series of consultation sessions were facilitated across the district during this period. 94 representations were received and these are currently being reviewed and responses drafted. There will be a formal consultation period on representations and counter representation period from the 30 January to the 30 March 2016 during which time any interested party will be afforded the opportunity to make a submission on any 'site specific' representation (counter representation). Following the counter representation period a public consultation report containing a summary of the representations and counter representations received will be drafted. Following that the plan would then move to Independent Examination stage as per the timetable **ENFORCEMENT** The NI target for the Enforcement is that 70% of enforcement cases are concluded within 39 weeks of receipt. For Quarter April – June 2025, 74% cases were closed within target this has improved from 57.6%% in previous quarter. For period April to June 2025, 50 cases were concluded. For period April to June 2025, 83 new cases have been opened which broadly equates to the same number as were closed. **Challenges** Challenges remain with respect to performance against statutory targets and the number of applications live in the system is also well above manageable levels. A number of ongoing challenges continue to impact on service delivery, in summary these are; <u>Statutory consultation</u> This remains a challenge across ALL consultees and has been discussed with DfI at a strategic level. For period April June2025 there were a total of 906 Consultations issued, 61% were replied to within target of 21 days. <u>Application quality</u> The poor quality of some submissions continues to be an issue and given that several consultations are required with poor applications any changes required results in a delay in response times this adds to the challenges.

Validation checklists

All approvals are now in place and validation backlog has been cleared.
Training is ongoing with a view to pilot being introduced in February 2026.

Recruitment Actions:

Staff retention and recruitment continues to be an industry wide challenge in both Local Councils and the private sector.

Since last update 2no Senior planners have been appointed and commenced in post in October.

Recruitment for 1 Planning Officer has just been completed and post accepted, commencement date to be finalised

Planning assistant trawl was completed and reserve list in place.

Reserve lists are in place now for Senior Officers, Planning Officers and Planning Assistants.

HLA recruitment is underway and a strong interest can be reported.

Internal trawls / Acting up EOIs are currently underway to clover 3 absences

Absence has been a particular challenge since the last update and this is being managed as per procedures but does have an impact on outputs.

Performance Management –

Current performance improvement actions

- Majors and Legacy applications are being reviewed monthly with an agreed actions to determine / close applications.
- Ongoing performance meetings with Senior Planning staff to review performance and agree actions to address challenges.
- Ongoing engagement with statutory consultees around response times.
- Senior Planners have developed workplans with all team members to be reviewed weekly/fortnightly to plan for weekly determination figures

Additional performance improvement actions

- Dedicated training/mentoring programme to build capacity of new Planning Assistants, this is being delivered by part time Principal Planning Officer.

	• Ongoing review of applications district wide. Allocation of case loads on the basis of application complexity to ensure caseloads are reflective of experience of each individual, eg o Allocation of applications out of sequence ie not based on the date received o Allocation of projects with Economic development impact, grant funding, medical considerations etc. • Stringent application of how many times applicants are given opportunities to resubmit information to address application shortcomings and missing information. If outstanding or revised information is not provided within specified timeframe, then will move the application to a decision. – This has been introduced and is resulting in formation being provided but needs to be monitored and implemented more extensively • Introduction of individual team performance management with individual performance targets to ensure output is managed at an individual level as well at a department level – Ongoing • Reviewing consultations to ensure we only consult with statutory partners where necessary. – This is ongoing, lead by Seniors. • Following engagement with NIW a pilot has been introduced to help reduce the number of NIW consultations relating to rural applications. • Continue to review staff complement and react to emerging resource challenges.
3.0	**Recommendations**
3.1	Note the content of the report
4.0	**Resource implications**
4.1	NA
5.0	**Due regard to equality of opportunity and regard to good relations (complete the relevant sections)**
5.1	***General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes*** It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations ☒
5.2	***Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision***

	Yes ☐ No ☒ If yes, please complete the following: The policy (strategy, policy initiative or practice and / or decision) has been equality screened	☐
	The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation	☐
5.3	***Proposal initiating consultation*** Consultation will seek the views of those directly affected by the proposal, address barriers for particular Section 75 equality categories to participate and allow adequate time for groups to consult amongst themselves	☐
	Consultation period will be 12 weeks	☐
	Consultation period will be less than 12 weeks (rationale to be provided)	☐
	Rationale:	
6.0	**Due regard to Rural Needs (please tick all that apply)**	
6.1	Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service Yes ☐ No ☒ If yes, please complete the following: Rural Needs Impact Assessment completed	☐
7.0	**Appendices**	
	NA	
8.0	**Background Documents**	
	NA	

Department for Communities
www.communities-ni.gov.uk

From: Gerard Murray

Local Government and Housing
Regulation Division
Finance Branch
Causeway Exchange
1-7 Bedford Street
BELFAST
BT2 7EG
Phone: 028 9082 9307
email: **Gerard.murray@communities-ni.gov.uk**

Chief Executive of each District Council
Finance Officer of each District Council
Other Interested Parties

Our ref: CO1-25-3729

20 October 2025

Dear Sir/Madam

CIRCULAR LG 17/2025 - CONSOLIDATED COUNCILLOR ALLOWANCES CIRCULAR (Updated October 2025)

This Local Government Circular provides a consolidated record of all councillor allowances and supersedes Local Government Circular LG 12/2025.

This consolidated circular is required to determine and reflect a further increase of 3.20% in maximum rates for Basic and Special Responsibility Allowance from 1 April 2025.

You will be aware that the Department is seeking an amendment to the relevant legislation to transfer responsibility for setting the rate of this allowance paid to councillors to the Department. We will keep you informed as this progresses.

All determinations are made by the Department under section 31 of the Local Government Finance Act (Northern Ireland) 2011 and the Local Government (Payments to Councillors) Regulations (Northern Ireland) 2019.

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If you have any queries on the content of this circular please contact Jeff Glass on 028 9082 3375 or Ian Lewis on 028 9082 3506 or by email jeff.glass@communities-ni.gov.uk or ian.lewis@communities-ni.gov.uk .

Yours sincerely,

GERARD MURRAY
Director of Local Government and Housing Regulation

1. Basic Allowance

- valid from 1 April 2025 (as per the Review of Councillors Allowances)

Basic Allowance
Maximum £18,329 per annum ≠

≠ (The basic allowance includes an element for incidental and consumable costs incurred by councillors in their official capacity. In 2015/16 this element was £1,000 and each year this amount is uplifted in line with the increase applied to the basic allowance, therefore this element within the basic allowance is £1,290 from 1 April 2025.)

- further increase valid from 1 April 2025 – 31 March 2026

Basic Allowance
Maximum £18,916 per annum ≠

≠ (The basic allowance includes an element for incidental and consumable costs incurred by councillors in their official capacity. In 2015/16 this element was £1,000 and each year this amount is uplifted in line with the increase applied to the basic allowance, therefore this element within the basic allowance is £1,331 from 1 April 2025.)

2. Dependants' Carers' Allowance

– valid from 1 April 2024 – 31 March 2025

The following table states the maximum rates for dependants' carers' allowance.

Dependants' Carers' Allowance	Hourly Rate £	Maximum Monthly Amount £
Standard	11.44^	595
Specialist	22.88	1,190

^(Based on national living wage)

– valid from 1 April 2025 – 31 March 2026

The following table states the maximum rates for dependants' carers' allowance.

Dependants' Carers' Allowance	Hourly Rate £	Maximum Monthly Amount £
Standard	12.21^	635
Specialist	24.42	1,270

^(Based on national living wage)

3. Travel Allowances

– valid from 1 April 2017

The following table states the maximum rates for travel allowances.

Type of Vehicle	Rate per Mile Pence	Rate per Mile Above 8,500 miles Pence	Rate per Mile Above 10,000 miles Pence
A pedal cycle	20.0p	20.0p	20.0p
A motor cycle (all engine capacities)	24.0p	24.0p	24.0p
A motor car of cylinder capacity exceeding 450cc but not exceeding 999cc	46.9p	13.7p	13.7p
A motor car of cylinder capacity exceeding 999cc but not exceeding 1,199cc	52.2p	14.4p	14.4p
A motor car of cylinder capacity exceeding 1,199cc	65.0p	16.4p	16.4p
An electric car	45.0p	45.0p	25.0p
Passenger rate (per passenger)	5.0p	5.0p	5.0p

4. Special Responsibility Allowance

– valid from 1 April 2025

The following table states the maximum rate of Special Responsibility Allowance that a council may pay. The maximum rate is based on the size of the council population. Each council's population figures are updated each year by the Northern Ireland Statistics and Research Agency and it is the duty of each council to operate within the total maximum rate appropriate to its population band. For ease the maximum any councillor can receive, within each band, is also provided.

Population of council	**Maximum Special Responsibility Allowance** **£**	**Maximum (1/5th) for individual councillor** **£**
Less than 120,000	63,426	12,685
120,000 to 199,000	88,796	17,759
200,000 +	136,999	27,400

5. Subsistence Allowances

– valid from 1 April 2015

The following table states the maximum rates for subsistence; however, where councils believe it is necessary there is flexibility for councils to increase these rates by applying a suitable measure of price inflation.

PERIOD/MEAL	British Isles Rates £	London Rates £
Accommodation allowance - An absence involving an overnight stay, away from the normal place of residence. This rate does not include any meal allowance.	100.70	122.45
Breakfast allowance - (more than 4 hours away from the normal place of residence or, where approved by the council, a lesser period before 11 am)	11.50	11.50
Lunch allowance - (more than 4 hours away from the normal place of residence or, where approved by the council, a lesser period including the period between 12 noon and 2pm)	13.50	13.50
Tea allowance - (more than 4 hours away from the normal place of residence or, where approved by the council, a lesser period including the period between 3pm and 6pm)	4.70	4.70
Evening meal allowance - (more than 4 hours away from the normal place of residence or, where approved by the council, a lesser period ending after 7pm)	20.95	20.95

Department for Communities
www.communities-ni.gov.uk

Chief Executive of each District Council
Finance Officer of each District Council
Mrs A Allen, Chief Executive, NILGA
Mrs D Stewart, LGSC
Mr D Murphy, NILGOSC
Mr T Walker, Acting Chief Executive, arc21
Other interested parties

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Belfast
BT2 8GE

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3 November 2025

Circular LG 20/25

Dear Sir/Madam,

DESIGNATION OF LOCAL GOVERNMENT AUDITOR

This circular brings to your attention a change in the designation of the Local Government Auditor. The detail is set out in the following paragraphs.

Article 4(1) of the amended Local Government (Northern Ireland) Order 2005 (the 2005 Order) provides that the Department may, with the consent of the Comptroller and Auditor General for Northern Ireland (the C&AG), designate a member of staff of the Northern Ireland Audit Office (NIAO) as the Local Government Auditor.

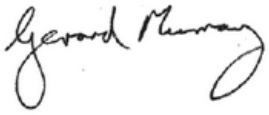
Under Article 4(2) of the amended 2005 Order, the Local Government Auditor may make arrangements with the C&AG for members of staff of the NIAO to assist in the performance of the Local Government Auditors' functions.

Article 4(3) of the amended 205 Order further provides that the Department may, with the consent of the C&AG, designate a member of staff of the NIAO to be known as the deputy Local Government Auditor.

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The Department has consulted with the C&AG and, with effect from 1 January 2026, has designated Brian O'Neill as Local Government Auditor and assigned Brian to audit the accounts of every local government body.

Yours sincerely,



GERARD MURRAY

Director, Local Government & Housing Regulation Division