

September 24th, 2025

Notice Of Meeting

You are requested to attend the meeting to be held on **Thursday**, **25th September 2025** 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 of Audit Committee meeting held 31 July 2025 Audit Committee Action Sheet 2025_07_31.pdf	Page 1
	Performance (OPEN SESSION)	
4.0	Assessment of performance 2024/25	
	Audit Committee Cover Report Assessment of Performance 2023-24.pdf	Page 5
	Appendix 1 - Assessment of Performance 2024-25.pdf	Page 8
	Appendix 2 - Our Performance Looking Back Going Forward 2024-2025.pdf	Page 100
	Corporate Services (OPEN SESSION)	
6.0	Officers Register of Interests	
	Conflicts of Interest Policy Procedures - Audit Committee Report.pdf	Page 112
	Appendix 1 -SPRC COI Report.pdf	Page 115
	Appendix 2 -Draft Conflict of Interest Policy and Procedures V0.7.pdf	Page 118
7.0	Corporate Risk Register – S&E Directorate Risk Register also to be tabled	
	Corporate Risk Register 25 Sept 2025.pdf	Page 145
	Appendix 1 - CRR Overview - Sept 2025.pdf	Page 148
	Appendix 2 - CRR - Sept 2025.pdf	Page 149
	Appendix 3 -SE Overview - Sep 2025.pdf	Page 177
	Appendix 4 - SE DRR Review - Sept 2025.pdf	Page 178

8.0 NMMDC Statement of Accounts 2024/25

NIAO (CLOSED SESSION)

9.0 Report To Those Charged With Governance 2024/25 - Draft

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

CORPORATE SERVICES (CLOSED SESSION)

10.0 Update of Audit Recommendations

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

ם	Follow up of Audit Recs.pdf	Not included
ם	Appendix 1 - Legacy Internal Audit Recommnedations pre 202122.pdf	Not included
ם	Appendix 2 - Advisory H&S Facilities Review - June 2020.pdf	Not included
D	Appendix 3 - 202122 IA Recs.pdf	Not included
ם	Appendix 4 - 202223 IA Recs.pdf	Not included
Ď	Appendix 5 - 202324 IA Recs.pdf	Not included
D	Appendix 6 - External Audit Rec's.pdf	Not included

11.0 Direct Award Contracts Report

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

•	cluded during this item of business	olution, be
Ď	Audit Committee Cover Report 31.08.2025 -DACs final.pdf	Not included
D	Appendix 1 Q1 2025-2026 DACs Awarded.pdf	Not included
D	Appendix1b Q2 2025-2026 Q2 DACs Awarded.pdf	Not included
Pi	Appendix 2 Year End DAC comparison by number and spend.pdf	Not included

12.0 Procurement Action Plans

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

Ď	Report to AC September 2025 PAP_final.pdf	Not included
Ď	Appendix 1 - Sustainability & Environment Dirctorate (Sustainability) PAP.pdf	Not included
ם	Appendix 2 - Sustainability & Environment Directorate (Environment) PAP.pdf	Not included
Ď	Appendix 3 - Corporate Services PAP.pdf	Not included
Ď	Appendix 4 - Active & Healthy Communities Directorate PAP.pdf	Not included
D	Appendix 5 - Economy, Regeneration& Tourism PAP.pdf	Not included

13.0 Update on Fraud and Whistleblowing including Raising Concerns Policy & NFI update

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

☐ Fraud and Raising Concerns update new.pdf
 ☐ Appendix 1 - Fraud and Raising Concerns Register Sept 2025.pdf
 Not included

Internal Audit (CLOSED SESSION)

14.0 SUMERNI Summary Report

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

Not included

15.0 Internal Audit Plan 2025/26 - revision

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

2025.26 NMDDC IA Plan - amendment September 2025 for issue.pdf

Not included

16.0 HR Policy Review

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

202526 NMDDC - HR Policy - Final report .pdf

Not included

17.0 PCSP Audit

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

2025.26 NMDDC - PCSP - Final Report to Council.pdf

Not included

18.0 Mid-Year Follow Up

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 Information relating to the financial or business affairs of any particular person (including the Council holding that information) - and the public may, by resolution, be excluded during this item of business

2025.26 NMDDC Mid year follow up report - Final report.pdf

Not included

Invitees

Cllr Terry Andrews
Cllr Callum Bowsie
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
Ms Kathy Doey (NIAO)
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
Cllr Geraldine Kearns
Miss Veronica Keegan
Mrs Josephine Kelly
Cllr Aurla King
Cllr Cathal King
Cllr Mickey Larkin
Cllr David Lee-Surginor
Cllr Alan Lewis
Cllr Oonagh Magennis
Cllr Aidan Mathers
Cllr Declan McAteer
Cllr Leeanne McEvoy
Cllr Selina Murphy
Cllr Kate Murphy
Cllr Declan Murphy

Cllr Áine Quinn
Cllr Henry Reilly
Cllr Michael Rice
Cllr Michael Ruane
Ms Brona Slevin (Audit) Cllr David Taylor
Cllr Jarlath Tinnelly
Cllr Jill Truesdale
Mr Seamus Wade (NIAO)
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	J Kelly	Training to be organised in autumn following membership change at the AGM.	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 Annual Assurance Report	J Kelly	In progress with reports to be tabled as agreed:- January Audit Committee Included in mid-year follow up review by internal audit, and will be included in final follow up later in the year. Completed – July 2025	N N

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 agreed to note the action sheets It was also agreed that an update report re MMGP would be tabled at SPR and Audit Committee	J Kelly C Mallon	Agreed to note Report to brought back	Y N
AC/061/2025	Audit Committee Annual Report	It was agreed to approve the Audit Committee Annual Report	J Kelly	Agreed to approve	Υ
AC/062/2025	Corporate Risk Register – Including AHC Risk Register	The following was agreed: - To approve the updates to the CRR highlighted within the summary at Appendix 1. Full CRR evidenced at Appendix 2. - To note the revised AHC Risk Register summary at Appendix 3 and detailed AHC Risk Register at Appendix 4	J Kelly	Agreed to approve	Y
AC/063/2025	Performance Improvement Plan	It was agreed to note the Performance Improvement Plan 2025/26 (including the five performance improvement objectives), Consultation, Engagement Report 2025/26 and Objective Delivery Plans 2025/26.	G Byrne	Agreed to note	Y
AC/064/2025	Planning Update	It was agreed to note the contents of the report	J McGilly	Agreed to note	Y

		It was also agreed that enforcement and staffing statistics to be incorporated into future reports	J McGilly	To be included in next tabled report	Y
AC/065/2025	Prompt Payment Statistics	It was agreed to note the Quarter 1 Prompt Payment Statistics 2025/26	G Byrne	Agreed to note	Y
AC/066/2025	NMDDC Assurance Framework & Code of Governance	It was agreed to note the Council's Assurance Framework and the Code of Governance, illustrated and described at Appendix 1.	G Byrne	Agreed to note	Y
		Report regarding procedures relating to registers of interest would be tabled.	M Ward	Tabled at September Committee Meeting	Y
AC/067/2025	Annual governance Statement and Statement of Accounts	It was agreed to approve the Annual Governance Statement 2024/25, subject to any amendments, and to bring back any changes to the Governance Statement to the next meeting. The draft Statement of Accounts and Financial Statement at Appendix 1 of the Officer's Report were noted.	G Byrne	Agreed to approve Agreed to note	Y
AC/068/2025	Update on Audit recommendations, to include risk profile	It was agreed to note the progress in implementing both internal and external audit recommendations.	G Byrne	Agreed to note	Y
AC/069/2025	Direct Award Contracts	It was agreed to note the Q1 Financial Year ended 31/03/2025 update in relation to Direct Award Activity and to note the developmental work being carried out	J Kelly	Agreed to note	Y

		including the Active DAC register at 30 June 2025 It was also agreed to include in the reporting template a table showing the non-compliant DACS for the next Audit Committee.	J Kelly	Tabled at September Committee Meeting	Y
AC/070/2025	Procurement Action Plans	It was agreed to note the update and progress in relation to Procurement and the Directorate Procurement Action Plans	G Byrne	Agreed to note	Y
AC/071/2025	Update on fraud and 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	Agreed to note	Y
AC/072/2025	Annual Assessment of Chairperson's Performance	It was agreed to note the annual assessment of the Chairperson's Performance	J Kelly	Agreed to note	Y
AC/073/2025	Sumer NI Summary Report	It was agreed to note the report	J Kelly	Agreed to note	Y
AC/074/2025	Internal Audit plan	It was agreed to approve the internal audit plan	J Kelly	Agreed to approve	Υ
AC/075/2025	Information Governance Audit Report	it was agreed to note the Information Governance Audit Report	J Kelly	Agreed to note	Y
AC/076/2025	Strategy Bridging Letter	It was agreed to note the Strategy Bridging letter	J Kelly	Agreed to note	Y

Report to:	Audit Committee
Date of Meeting:	25 September 2025
Subject:	Assessment of Performance 2024-25
Reporting Officer (Including Job Title):	Gerard Byrne – Assistant Director: Finance & 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 Purpose and Background 1.0 Part 12 of the Local Government Act (NI) 2014 requires District Councils to put in place 1.1 arrangements to secure continuous improvement in the exercise of their functions. Through the Act, the Council has a statutory requirement to produce and publish an Assessment of Performance before 30 September each year. The legislation states that the Assessment of Performance must outline the Council's progress in relation to the General Duty of Improvement, as well as planned improvements against the previous year's: Performance improvement objectives Statutory performance indicators and standards for economic development, planning and waste management Self imposed performance indicators The Assessment of Performance 2024-25 was considered and approved by the Strategy, Policy and Resources Committee on 14 August 2025 and approved by Full Council on the 1 September 2025. 2.0 **Key issues** 2.1 The Assessment of Performance 2024-25 is attached at **Appendix 1** and therefore provides an overview of the: Council's progress in meeting the General Duty of Improvement Achieving the 'measures of success' within the Corporate Plan 2024-27 Achieving the 'measures of success' within the Performance Improvement Plan 2024-25 Meeting the statutory performance indicators and standards for economic development, planning and waste management Where possible, performance has been tracked against set targets, trends over time and compared with other local authorities across Northern Ireland. It should however be noted that comparisons with previous years should be considered within the context of the COVID-19 pandemic and the subsequent impact on Council service provision. Progress has also been aligned to the outcomes within the Community Plan for Newry, Mourne and Down and reported accordingly throughout the Assessment of Performance.

2.2	Looking Back Going Forward', which summarises the retrospective Assessment of Performance and forward-looking Performance Improvement Plan. This document is attached at Appendix 2 .
2.3	There is a statutory requirement to publish the Assessment of Performance 2024-25 on the Council's website by 30 September 2025. The Assessment of Performance will form a key part of the Performance Audit and Assessment which is carried out by the NIAO, and focuses on the following six themes, using a compliance based approach:
	General duty to improve
	Improvement objectives
	Consultation on improvement duties The Improvement Plan
	 The Improvement Plan Collection of information relating to performance
	Use and publication of performance information
	Through the Performance Audit and Assessment, the NIAO will determine how effective and robust the Council's performance management arrangements are, as well as the Council's likelihood to comply with the duty to make arrangements to secure continuous improvement in future years.
3.0	Recommendations
3.1	To note:
	The Assessment of Performance 2024-25, including the summary document 'Our Performance Looking Back Going Forward'
4.0	Resource implications
4.1	The cost of the design of the summary document 'Our Performance Looking Back Going Forward' in both Irish and English is £840.00 and is funded through the existing Performance and Improvement budget.
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:

7

	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: Assessment of Performance 2024-25 Appendix 2: Our Performance Looking Back Going Forward	
8.0	Background Documents	
	Local Government Act (NI) 2014 (Part 12) Performance Improvement Plan 2025-26 Corporate Plan 2024-27	T

Newry, Mourne and Down District Council

Assessment of Performance 2024-25



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Overall Assessment of Performance 2024-25

The Council has worked resolutely to deliver services for all across the district. Our residents and visitors continued to embrace the natural beauty of the District as we recorded nearly 160,000 cars at Kilbroney and Slieve Gullion Forest parks including over 180,000 pedestrian visits recorded at the Fairy Glen in 2024-25, with nearly 200,000 recorded visits to the Council's 10 community trails. We achieved 5 green flag and 3 blue flag accreditations for our beaches and parks, supported 100% of all community clean up requests and issued fixed penalty notices to address environmental crime.

We continued to progress and achieve a number of key priorities, including the implementation of the Belfast Region City Deal. Our Digital Programme of Investment will play a critical role in contributing to economic inclusion and sustainable growth, creating skills and employment for a digital future.

However, whilst much has been achieved, there is still more to do. We recognise where we need to improve and are committed to delivering further improvements. There has been a decrease in young people engaged in targeted health programmes, and longer processing times for local planning applications however the Council have achieved its statutory target for the processing of major planning applications in 2024-25. We will continue to focus on what matters most to you - improving the quality of our leisure facilities and services, contributing to growing the local economy, improving the cleanliness of our District and continuing to support recycling, improving our sustainability and reducing our impacts in relation to climate change, and improving the performance of our Planning Service.

As we look forward to 2025-26, we will continue to bring more opportunities as our ambition remains for Newry, Mourne and Down to be one of the best places to live, work, invest in and visit.

Introduction

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

- Produce and publish an annual Performance Improvement Plan, setting out the performance improvement objectives, which should be aligned to the Community Plan. It should however be noted that, in response to the COVID-19 pandemic, Councils were not required to publish a Performance Improvement Plan 2020-21.
- Produce and publish an annual Assessment of Performance, outlining the arrangements to secure continuous improvement, demonstrating whether planned improvements have been achieved, analysing year on year performance trends and comparisons with the performance of other Councils, where possible.

The Assessment of Performance 2024-25 provides an overview of Newry, Mourne and Down District Council's progress in delivering the following:

General Duty of Improvement

As set out in the Local Government (NI) Act 2014

Performance Improvement Objectives

Three of the five performance improvement objectives 2024-25 have been carried forward from 2023-24, as they remain relevant and meaningful, while two have been amended. The economy based objective has been amended to better reflect the link to the new draft corporate objective it supports, as well as the new economic programme 'Go Succeed' which is now in place. The environment objective has also been amended to include the promotion of recycling which is a priority of the Department and a key measure of success enabling the Council to use this Assessment of Performance to further establish a baseline and trends to monitor and report progress against the majority of the 'measures of success' which underpin the performance improvement objectives 2024-25.

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

Statutory Performance Indicators and Standards

As set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015:

- The number of jobs promoted through business start-up activity
- The average processing time of major planning applications
- The average processing time of local planning applications
- The percentage of planning enforcement cases processed within 39 weeks
- The percentage of household waste collected by District Councils that is sent for recycling (including waste prepared for reuse)
- The amount (tonnage) of biodegradable Local Authority Collected Municipal Waste that is landfilled
- The amount (tonnage) of Local Authority Collected Municipal Waste arisings

Self Imposed Performance Indicators

The Council has developed a baseline to monitor and report progress against the 'measures of success' which are set out in the Corporate Plan 2024-27.

Corporate Objective	Measure of Success		
Support the continued growth and development of	Number of jobs created and businesses supported through Council programmes		
our local economy	Number of jobs promoted through business start-up activity		
	Amount of investment secured by Council		
Improve the health and wellbeing of everyone in	Number of people participating in targeted health programmes		
the District	Number of attendances at Council indoor leisure facilities		
	Number of users of community trails		
Protect and enhance our environment to secure a	Level of street cleanliness across the District (Keep Northern Ireland Beautiful Street Cleanliness Index)		
sustainable future	Level of compliance with Sustainable Development Duty		
	Percentage of waste recycled		
	Percentage of EV charging points		
Support regenerative forms	Level of visitor spend		
of tourism opportunities	Number of overnight stays		
which promote our culture,	Level of visitor satisfaction		
heritage and environment	Number of visitors to Council's Arts Centres and Museums		
Empowering communities to play an active part in civic life	Percentage of residents who agree that their local area is a place where people from different backgrounds get on well together		
	Percentage of residents who agree that the Council consults with and listens to the views of local people		

	Percentage of residents who feel they can have a say on how services are delivered in their local area		
	Number of financial assistance projects funded		
	Number of people accessing the Ethnic Minority Support Office Services		
Develop and revitalise our district	Number of BRCD projects delivered		
	Number of small settlement schemes delivered		
	Number of new/upgraded public conveniences		
Deliver sustainable services	Level of citizen satisfaction		
	Compliance with the Duty of Improvement		
	Number of users registered to Council corporate social media channels		
	Number of visits to Council's corporate website		
Represent the voice of the	Compliance with the duty of Community Planning		
district with our partners	Percentage of residents who are satisfied with their local area as a place to live		
	Number of training events provided to elected members		

Where possible, progress in delivering the 'measures of success' within the Performance Improvement Plan 2024-25 and Corporate Plan 2024-27 has been aligned to the Community Plan, in order to demonstrate how the Council is contributing to the achievement of community planning outcomes. The golden thread that exists between the Community Plan, Corporate Plan 2024-27 and Performance Improvement Plan 2024-25 is highlighted further in Appendix 2.

All people in Newry, Mourne and Down enjoy good health and wellbeing	
All people in Newry, Mourne and Down benefit from prosperous communities	
All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment	3

Progress has been tracked against targets, trends over time, and where possible, compared with the performance of local authorities across Northern Ireland, using the legend below. It should however be noted that comparisons with previous years should be considered within the context of the COVID-19 pandemic and the subsequent impact on Council service provision. The Assessment of Performance is instrumental in helping the Council to review progress and identify the key objectives and areas of improvement in the year ahead.

Legend

	Status		Trend
(:)	Target or objective achieved / on track to be achieved	Δ	Performance has improved since the previous year
<u></u>	Target or objective substantially achieved / likely to be achieved / subject to delay	D	Performance is similar to the previous year*
(3)	Target or objective not achieved / unlikely to be achieved	∇	Performance has declined since the previous year

^{*}Where appropriate, a 10% variance when compared to the previous year's performance has been applied.



A snapshot of 2024-25:

Performance Improvement Objective	Progress	Status Trend
	4% decrease in paid attendances at Council leisure centres	∇
₹	89% increase in the number of people participating in targeted health programmes	⊕∆
We will support the health and	67% decrease in the number of young people participating in targeted youth health and wellbeing initiatives	⊗ ▽
wellbeing of local people by	1.3 % increase in the number of Council leisure centre memberships	⊕∆
improving our leisure facilities and	4 capital leisure projects progressed	(i)
services	25% decrease in recorded visits to community trails	⊗∇
A	206 new jobs promoted through business start activity	⊕∆
	12 new social enterprise businesses supported and 16 new social enterprise jobs created	⊕∆
	175 new enterprises created as a result of support	$\otimes \Delta$
We will contribute to growing the	221 existing businesses supported to progress growth and scaling ambitions	⊕∇
economy by supporting local businesses and job creation	Several 'Make it Local' campaigns rolled out across the District	(
	31 fixed penalty notices issued and 26 paid	⊗ ∆
(A)	100% of community clean up requests supported	(
	Decrease in the rate of recycling, to 49.0%*	⊕ ⊳
We will improve the cleanliness of our District by	Second lowest levels of waste sent to landfill across all NI Councils	⊕∆
continuing to promote recycling	15 'Live Here, Love Here' environmental projects supported	Δ
and addressing littering, fly tipping	Anti-littering and responsible dog ownership campaigns rolled out	<u> </u>

and dog fouling incidents		
A	1 vehicle within the Council fleet that has an alternative fuel source	<u>:</u>
	0 Council supported EV charging points installed	⊗
We will improve our	79% of Council fleet younger than 8 years.	⊕ Δ
sustainability and reduce our impacts	Biodiversity Strategy 2024-30 approved and launched	(
in relation to climate change	257 trees planted on Council managed estate	$\otimes \nabla$
R T	The Council received the third highest number of planning applications across the 11 Councils.	(i)
We will improve the	The processing time for local planning applications increased from 33.7 weeks in 2023-24 to 45.2 weeks in 2024-25	⊗∇
processing times of planning applications and	The processing time for major planning applications decreased from 154.8 weeks in 2023-24 to 29.6 weeks in 2024-25	⊙Δ
enforcement cases by implementing the Planning	The number of planning applications in the system for 12 months or more increased from 352 by year end 2023-24 to 408 by year end 2024-25	⊗∇
Service Improvement Programme	The number of enforcement cases in the system for 12 months or more decreased from 599 by year end 2023-24 to 574 by year end 2024-25	⊗ ∆

^{*}The 2024-25 data in relation to the statutory performance indicators for waste management remains provisional, as the end of year validated data will not be published by DAERA until Q3 2025-26.

General Duty of Improvement

The Council recognises improvement to mean activity that enhances the sustainable quality of life and environment for ratepayers and communities. During 2024-25, the Council continued to strengthen and embed the arrangements it has put in place to secure continuous improvement in the exercise of functions, in order to improve the quality of life for all local communities.

Following the Performance Audit and Assessment 2024-25, the Local Government Auditor concluded that:

Improvement planning and publication of improvement information

An improvement audit and improvement assessment has been conducted and as a result she believes that Newry, Mourne and Down District Council (the Council) has discharged its performance improvement and reporting duties, including its assessment of performance for 2023-24 and its 2024-25 improvement plan, and has acted in accordance with the Guidance.

Improvement assessment

The Council is likely to discharge its duties in respect of Part 12 of the Act during 2024-25 and has demonstrated a track record of improvement.

Arrangements to secure continuous improvement

The Council's Business Planning and Performance Management Framework drives and provides assurance that community planning outcomes, corporate priorities and performance improvement objectives are being delivered. By demonstrating the alignment that exists between the Community Plan, Corporate Plan, Performance Improvement Plan, Directorate Business Plans, Service Plans and Individual Performance, the framework provides a mechanism to manage performance at all levels of the organisation, and ensure the necessary steps are taken to secure continuous improvement in the exercise of functions.

Over the past eight years, the Council has continued to implement and embed the Business Planning and Performance Management Framework:

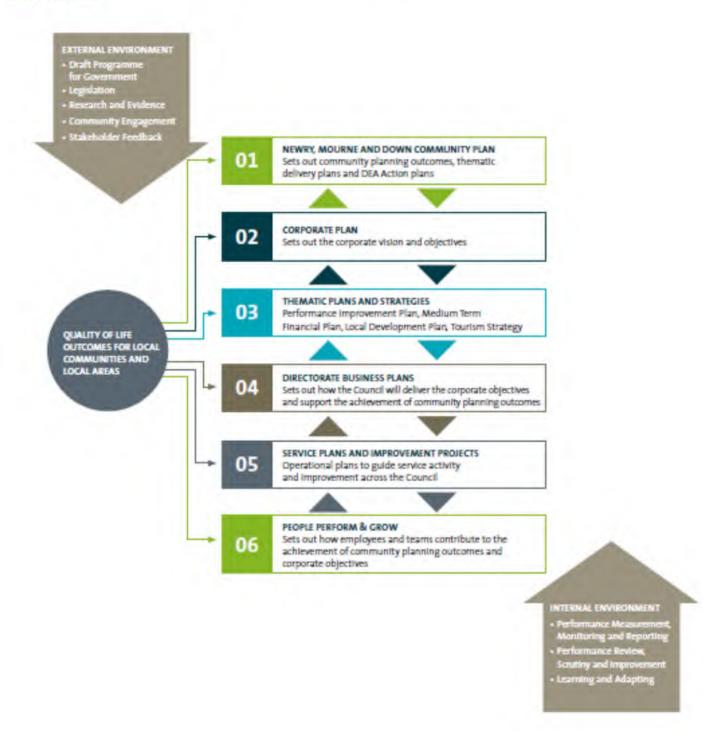
- The Council has developed and agreed integrated planning, monitoring and reporting cycles, which have been aligned to ensure everyone in the organisation is working towards shared objectives, with progress being monitored and reported on a regular basis. This integrated timeline of activity is outlined in the Business Planning and Performance Management Cycle.
- The governance arrangements at all levels of the Business Planning and Performance Management Framework continue to strengthen and embed, with the delivery of the Performance Improvement Plan and Directorate Business Plans being monitored and reported to the Committees of Council and the Senior Management Team on a bi-annual and annual basis.
- The Chief Executive organised a business planning day with senior and corporate management tiers in 2025 -26 to engage Directors and Assistant

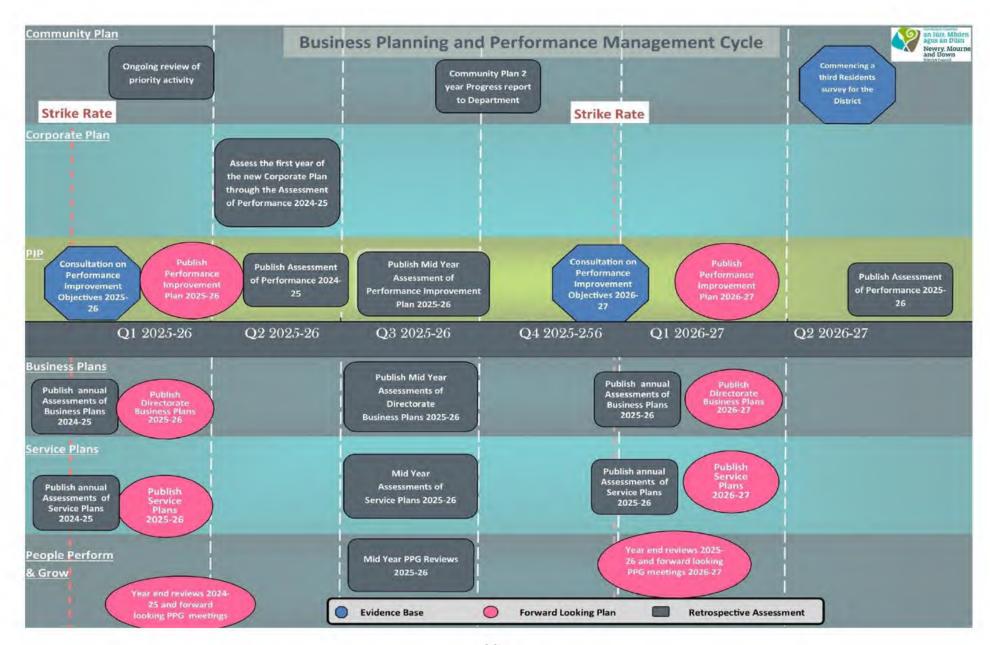
- Directors in reviewing performance during 2024-25, setting direction in 2025-26 and communicating the objectives within the Corporate Plan.
- Similarly, a number of Directorates and departments also organised business and service planning sessions to engage officers in reviewing performance during 2024-25, setting direction for 2025-26 and communicating the objectives within the Corporate Plan.
- All departments produced Service Plans in 2024-25, outlining core operational activity and improvement activity which will support the achievement of the objectives within the Corporate Plan and Directorate Business Plans.
- Individual Performance has been progressed through the 'People Perform Grow' initiative, which seeks to link and align the contribution of employees with strategic objectives. All employees have now had an opportunity to participate in People Perform Grow and performance management arrangements have been introduced to support and monitor the effective implementation and rollout of People Perform Grow across the organisation. The effective implementation of People Perform Grow is monitored through the Corporate Performance Dashboard.
- Through the Corporate Performance Dashboard, progress continues to be monitored and reported against a suite of 18 key performance indicators on a quarterly basis to the Senior and Corporate Management Teams. The performance indicators are aligned to both the Corporate Plan and Corporate Risk Register.
- The Council continues to secure greater alignment across the business planning, performance and risk management arrangements, with the Corporate Risk Register now being directly aligned to the Corporate Plan 2024-27 and Directorate Risk Registers being aligned to Directorate Business Plans.
- The Performance Improvement Plan demonstrates the Council's commitment to secure continuous improvement in the delivery of services, and the objectives seek to bring about improvement across the seven areas outlined in the Local Government Act (NI) 2014.
- The Council has also completed the second Residents Survey to identify and understand perceptions of the Council and the local area as a place to live. The findings from the survey build a robust and reliable evidence base to inform future Corporate Plans, PIP's and Directorate Business Plans ensuring the strategic direction of the organisation is focused on the needs and aspirations of residents.

Further information on the Council's arrangements to secure continuous improvement and progress in implementing the 'proposals for improvement', which have been put forward by the Northern Ireland Audit Office, is outlined in Appendix 1.

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Business Planning and Performance Management Framework and Cycle







Community Planning Outcome

All people in Newry, Mourne and Down enjoy good health and wellbeing

Corporate Objective

Improve the health and wellbeing of everyone in the district

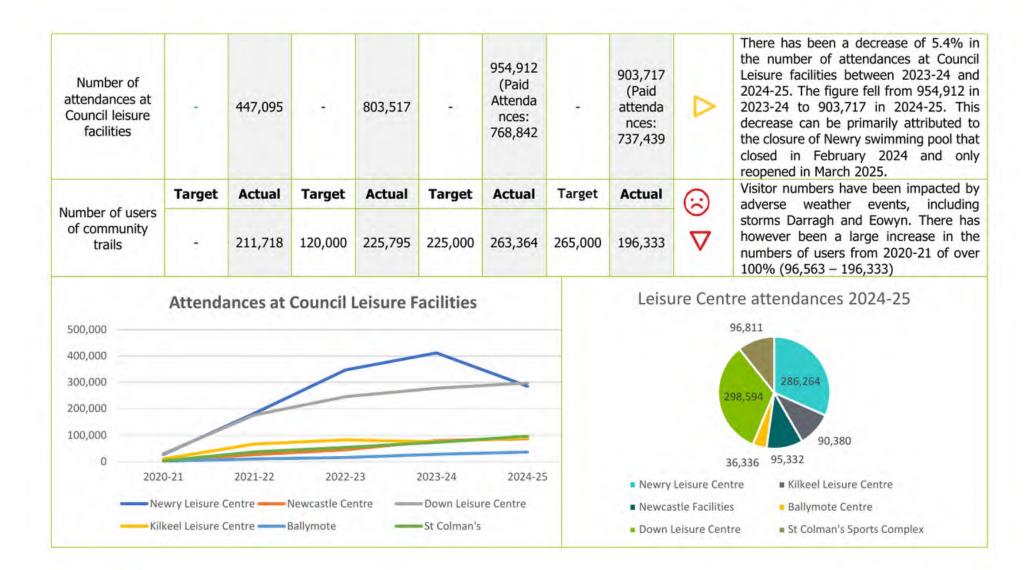
Key Action St	atus	Update		
Principal Project: Progress Warrenpoint He	ealth and Wellbeing Centre		Target	
			Progress	Green
			1 Warrenpoint Health & Wel	
		Notes:	progressing through the pl Budget for project delivery Capital Programme.	
Continue to implement our Active Travel M	asterplan		Target	
			Progress	Green
		Notes:	Council have been working cycle routes and greenway DFI consultation on an Actireland. Newry to Carlingfor completed with a boardwat Lock. Funding was secure fund to develop infrastruct travel links were also deve Bridge into Warrenpoint.	g with DFI on prioritising /s. Council responded to ive Travel Plan for Northen ord Greenway was lk link section at Victoria d under DFIs Active Travel ure in Newcastle. Active

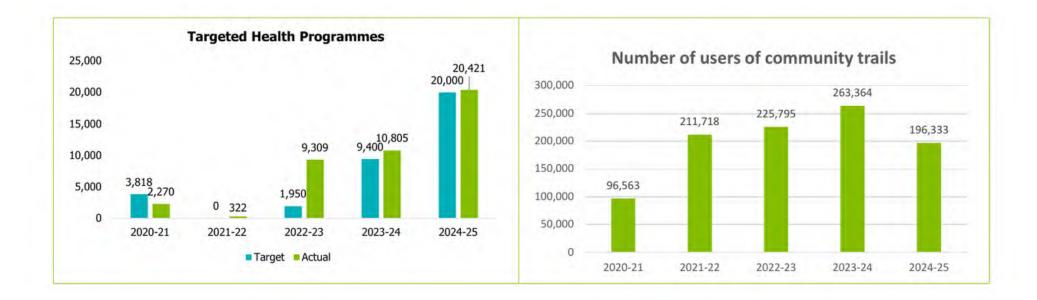
Continue to implement our Age Friendly Strategy 2021–2031	Target	
	Progress	Green
		*10
Notes:	1 The Age Friendly Strateg convening, ensuring the themes are embedded at local partners. The Older residents aged 50+ under active, meeting monthly a oversight and building old decision-making at a local Coordinator maintained of council, public health, consectors Through the Be for Health programmes, 10,000 participants (included to be considered intensity GP-referral (PARS) programmes, the conditions of the conditions.	eight WHO age-friendly cross council services an People's Forums (led by the Alliance) have rema and contributing to strated der people's involvement al level. The Age Friendly cross-sector liaison betwee mmunity and voluntary Active for Life and Be Acti the Council supported ow y physical activity, some y rammes helping manage
Continue to implement our Sports Facilities Strategy	Target	
	Progress	Green
Notes:	We continue implementing Strategy and have made 2024/25 across several knows secured for the upgreark, enhancing provision Dunleath Skateboard Palapproval, supporting you development. Financial amultiple local sports clubtheir facilities and increase.	significant progress in rey areas. Planning appre rade of the pitch at Donar in for local clubs and sche rk also received planning th recreation and urban s assistance was awarded t s, enabling them to enhal
Continue to implement our Play Strategy	Target	
	Progress	Green
Notes:	We continue implementir successfully delivered Ye Review in 2024/25. Five a high play value standar accessibility, and inclusive budget has also been se Two and Three, ensuring investment in play provis with strategic priorities.	ar One of the Play Strate play parks were upgrader d, enhancing quality, rity for local communities, cured and allocated for Yo continued delivery and

Continue to implement our Community Trails Development Plan	Target	
	Progress	Green
	Togicas	*1
Notes:	1 We implemented the Com Plan. Council have succe of the previously approve across the district. Buildin now developed a prioritisa potential trail projects, rea becomes available. We co funding opportunities regulimplementation of this str	ssfully completed all sev d community trail builds ig on this success, we ha action plan identifying futu ady for delivery once fund ontinue to monitor externularly to support the ongo
Carry out initiatives to tackle health inequalities across the district	Target	
	Progress	Green
		*1
Notes:	1 Over the past year, the Hi have been working to limp wellbeing of everyone in a initiatives aimed at reduci approach has focused on the key public health mes throughout the year by stropportunities for partners signposting and raising a local organisations and ke statutory and non-statutor reached those most affec challenges with particular multiple deprivation. The linitiatives carried out in 24 following: Take 5 Approace Physical and Emotional Healthy Pregnancies, Dru Nutrition and Men's Healt Team also carried out 283 across the district in 24/24 advice and support to hot and wellbeing.	prove the health and our district through targe ing health inequalities. O promoting and supporti sages and campaigns rengthening and maintai hip working, training, wareness. By partnering ey stakeholders both ry, we ensured that supp ted by socio-economic focus to the areas of key emphasis of the 4/25 focussed on the ch to Wellbeing, Mental, tealth, Suicide Preventio igs and Alcohol Awarene h The Health Improvei 3 Home Safety Checks 5 providing information,

Establish an Open Spaces Strategy	Target	
	Progress	Green
Notes:	1 The LDP Open Space Strategy sets out the Cou approach to the protection, enhancement and management of open space in the district. The of commissioned a review of existing open space of of preparing the Plan Strategy. The review not of identifies existing facilities but highlights future in in terms of the provision of quality open space, and outdoor recreational facilities in the council The review includes an audit of existing open sp and provides a draft Open Space Strategy, which require further consideration by Council	
elivery of projects within the PeacePlus Action Plan addressing wellbeing, social prescribing and opening of shared spaces	Target	
	Progress	Green
Notes:	1 Letter of offer received Fel 8,645,533 to enable full of Plus Action for Theme 1.1 Programme. Pre contract Partnership agreements is	elivery against the Peace of the Peace Plus phase for completion of

Measure of Success	2021-22		2022-23		2023-24		2024-25		Status Trend	Explanatory note	
Number of people participating in targeted health programmes	Target	Actual	Target	Actual	Target	Actual	Target	Actual		There has been an increase of 89% in the number of people participating in	
	-	322	1,950	9,309	9,400	10,805	20,000	20,421	○△	targeted health programmes increasing from 10,805 in 2023-24 to 22,143 in 2024-25. This figure includes all health programmes and Be Active camps.	
	Target	Actual	Target	Actual	Target	Actual					





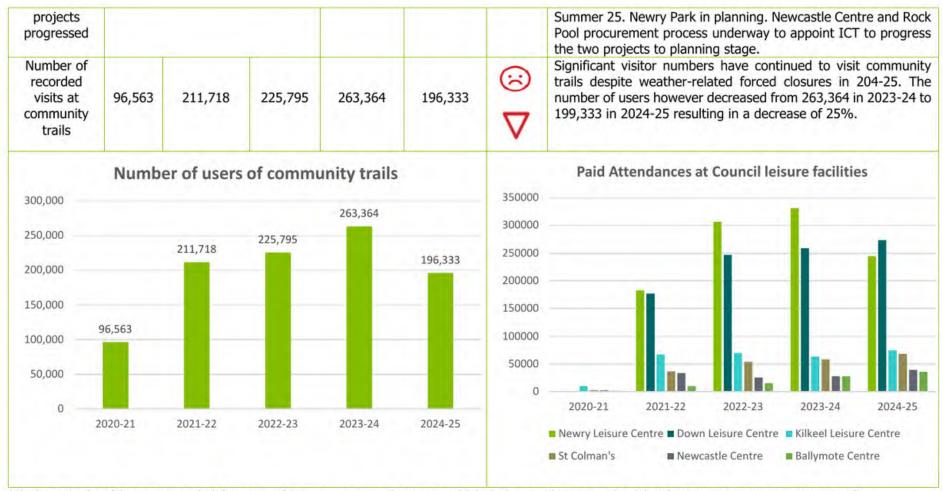
Performance Improvement Objective 1 We will support the health and wellbeing of local people by improving our leisure facilities and services

Supporting action		Update	
Increase the number of paid attendances at indoor leisure facilities	Target		
	Progress	Amber	
Notes:	taking that into account, on-year from 23/24 actua	part from NLC due to pool closure. Even paid attendances were only 4% down year- al paid attendances (768,842 - 737,439)	
	growth across other AHC	g closed, which demonstrates the significant clacilities	
Continue to deliver a range of targeted, sustainable health programmes to encourage participation in physical activity	Target		
physical delivity	Progress	Green	
Notes:	There are a number of targeted health programmes ran in collaboration with our Community Planning Partners including PARS, cancer specific classes across the district and Local Voluntary Sports Clubs.		
Progress the leisure projects agreed within the Capital Programme	Target		
	Progress	Green	
		*1	
Notes:	Kilkeel being progressed Summer 25. Newry Park	ounleath Urban Sports Park completed. I for contractor appointment at end of in planning. Newcastle Centre and Rock in planning to appoint ICT to progress the stage.	

Maintain the number of recorded visits to Community Trails.		Target	
		Progress	Red
		79.7	*1
	Notes: 1 Significant visitor numbers have continued to visit community traidespite weather-related forced closures in 204-25. The number of decreased from 263,364 in 2023-24 to 199,333 in 2024-25 result decrease of 25%.		
Work towards Leisure-Safe Accreditation for all indoor leisure facilities		Target	
		Progress	Amber
			*1
	Notes:	non-compliance issues ident improvement and progress h Maintenance Programmes th	as not achieved due to building standards ified during initial assessments. Much as been made however through the Planne iat is being carried out by our Maintenance e accreditation process will resume.

Measure of success	2020- 21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-2025 Actual	Status Trend	Explanatory note			
Number of paid attendances at:			698,864	768,842	737,439 (Target: 850,000)	△ ③	Increase in all facilities apart from NLC due to pool closure. Even taking that into account, paid attendances were only 4% down year-on-year from 23/24 actual paid attendances (768,842 - 737,439) despite Newry Pool being closed, which			
Newry Leisure Centre	27,253	183,224	306,802	331,546	244,929	∇	demonstrates the significant growth across other AHC facilities The biggest increase was at the Newcastle Centre & Tropicana Outdoor Swimming complex which increased paid attendances			
Down Leisure Centre	30,199	177,496	227,156	259,473	273,783	Δ	by over 40%. This was followed by an increase of 29.5% at Ballymote Sports and Wellbeing Centre, 17.5% increase at			
Kilkeel Leisure Centre	10,367	66,987	69,797	63,811	74,988	Δ	Kilkeel Leisure Centre, 17.4% increase for paid attendance figures at St Colmans Sports Complex and a 5.5% increase at			

St. Colmans Sports Complex	2,945	36,717	54,024	58,491	68,662	Δ	Down Leisure Centre. The capital redevelopment of Kilkeel Leisure Centre is currently progressing for delivery in 2025.
Newcastle Centre & Tropicana Outdoor Swimming Complex	2,778	33,801	25,517	27,765	39,128	Δ	Across all the leisure centres the total number of paid attendances totaled 737,439 in 2024-25. This is 13.2% below the target set of 850,000 for 2024-25.
Ballymote Sports and Wellbeing Centre	1,754	10,309	15,365	27,756	35,949	Δ	
Number of people participating in targeted health programmes	2,270*	322*	9,309	10,805	20,421 (Target: 20,000)	○△	There has been an increase of 89% in the number of people participating in targeted health programmes increasing from 10,805 in 2023-24 to 22,143 in 2024-25, and exceeds the target set by over 2%.
Number of young people participating in targeted youth health and wellbeing initiatives	New	Measure	19,365	17,226 (Target: 20,000)	5,721 (Target: 15,000)	⊗ ∇	During 2024-25 a total of 5,271 young people were recorded participating in targeted youth health and wellbeing initiatives. This is a decrease of 66.8% when compared to the figure recorded in 2023-24. This is also 61.9% below the target set for 2024-25. These targeted initiatives include sports camps and £1 swims across the summer period. This significant fall in numbers can be attributed to the closure of Newry Leisure Centre which could not offer the £1 swims during 2024-25.
Number of leisure centre memberships	New	Measure	9,534	9,923 (Target: 9,750)	10,050 (Target: 10,000)	⊙ △	Between 2023-24 and 2024-25 the number of leisure centre memberships increased by 1.3% from 9,923 in 2023-24 to 10,050 whilst also exceeding the target set.
Number of capital leisure		New Measur	e	5	4	(Donard Park MSH and Dunleath Urban Sports Park completed. Kilkeel being progressed for contractor appointment at end of



^{*}The 'Be Active for Life' programme, which forms part of this measure, was only getting established when Covid-19 occurred and therefore participation rates were restricted.



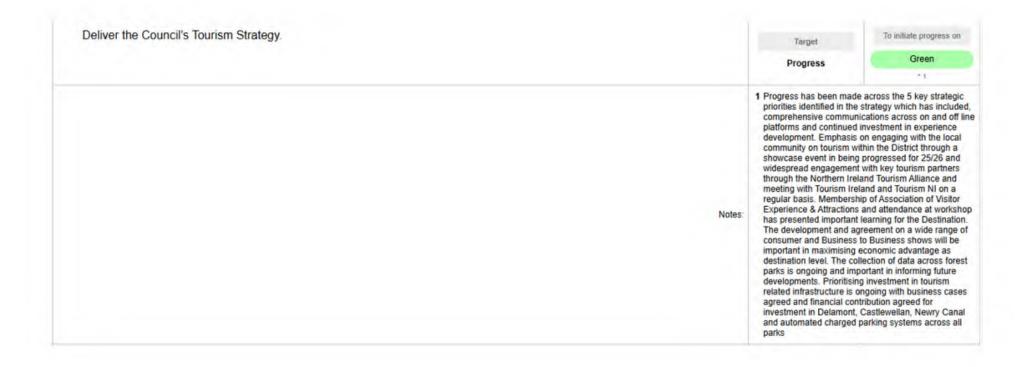
Community Planning Outcome

All people in Newry, Mourne and Down benefit from prosperous communities

Corporate Objective

Support regenerative tourism opportunities which promote our culture, heritage and environment

Key action	Update		
Principal Project: Progress Newcastle tourism and recreation facilities		Target	Green
		Progress	- 1
	Notes:	Council was successful in an application to Department for Infrastructure for investment of into the development of active travel routes, linkey facilities and visitor attractions with the wide infrastructure network.	

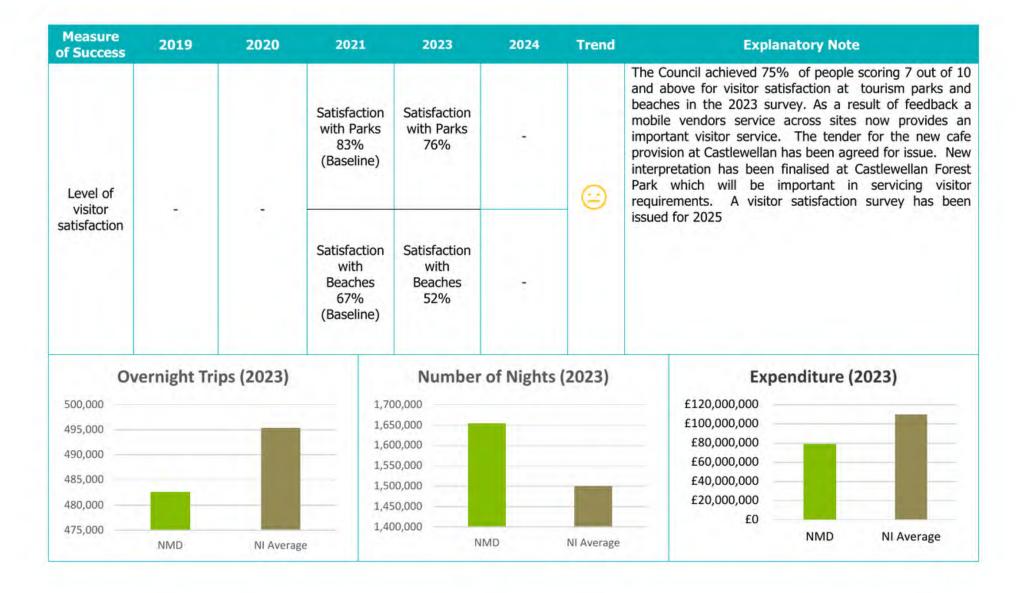


Develop the tourism proposition for the district and new visitor experiences with industry in line with Tourism Experience Brands.	Target	
Dialius.	Progress	Green
Notes:	line with guidance from Ti programme. Ongoing has experience to encourage	nd whiskey tasting ces have been developed i NI Brand Ambassador been provided to existing programming of dates and al presence and presentation
Continue to progress the Mourne Mountains Gateway Project as part of the BRCD investment programme, and other major tourism capital projects throughout the district.	Target	
tourism capital projects throughout the district.	Progress	Green
Notes:	contribution agreed. Com Trail was launched, repre Million into Kilbroney Fore is in place for Mourne Mo	cases agreed and financial pletion of Fallows Walking senting an investment of £' set park. Contract for Fundi untain Gateway Programm Business Case is complete- eam appointed, including a Consultant, enabling

Target	
Progress 1 Geopark management and with officers attending key in the Landscape Partnership including the Lúnasa Festivi	Green
	*1
with officers attending key the Landscape Partnersh including the Lúnasa Fes Implementation also inclu three MPA Management of actions from the two AON reporting on implementati	meetings and supporting ip legacy programme, tival and partner projects, des the Management of Groups, implementing the IB Management Plans and
Target	
Progress	Green
Progress	*1
programme, schools enga	agement programme at the
,	Progress 1 Geopark management an with officers attending key the Landscape Partnersh including the Lunasa Fest Implementation also incluture MPA Management actions from the two AON reporting on implementating Plans. Target Progress 1 Successful delivery of Gia

Measure of Success	2017	2018	2019	2023	2024	Trend	Explanatory Note
Number of overnight stays	589,581	449,953	455,876	482,585	444,000	△	There was a break in tourism statistics between 2020 and 2023 due to the unprecedented impact of the Covid-19 pandemic. While 2023 data shows in an increase in the number of overnight stays of 5.9% from 2019, NISRA has advised that the data wouldn't be directly comparable as there have been methodological changes in the surveys (including a change in source). Between 2023-34 and 2024-25 there was an 8% decrease in the number of overnight stays recorded in Newry, Mourne and Down. This decrease was experienced across the majority of Council areas, with a regional decrease in overnight stays of 14%. A key factor is likely to be COVID

Level of visitor spend	£90,432,246	£69,345,336	£67,983,191	£79,139,615	£73,000,000		and in 2024 more people taking a foreign holiday as opposed to a staycation. There was a break in tourism statistics between 2020 and 2023 due to the unprecedented impact of the Covid-19 pandemic. While 2023 data shows in an increase in the level of visitor spend of 16.4% from 2019, NISRA has advised that the data wouldn't be directly comparable as there have been methodological changes in the surveys (including a change in source). Between 2023-34 and 2024-25 there was a 7.6% decrease in the level of visitor spend recorded in Newry, Mourne and Down. This decrease was experienced across the majority of Council areas, with a regional decrease in the level of visitor spend of 9.8%. A key factor is likely to be COVID and in 2024 more people taking a foreign holiday as opposed to a staycation.
Measure of Success	2020	2021	2022	2023	2024	Trend	Explanatory Note
Number of visitors to Council's Arts Centres and Museums		New m	easure		75,244	<u></u>	Down Arts Centre: 25,544 Down County Museum: 14,500 Newry & Mourne Museum: 7,200 Newry Townhall: 17,000 Warrenpoint Townahll: 11,000



Corporate Objective

Support the continued growth and development of our local economy

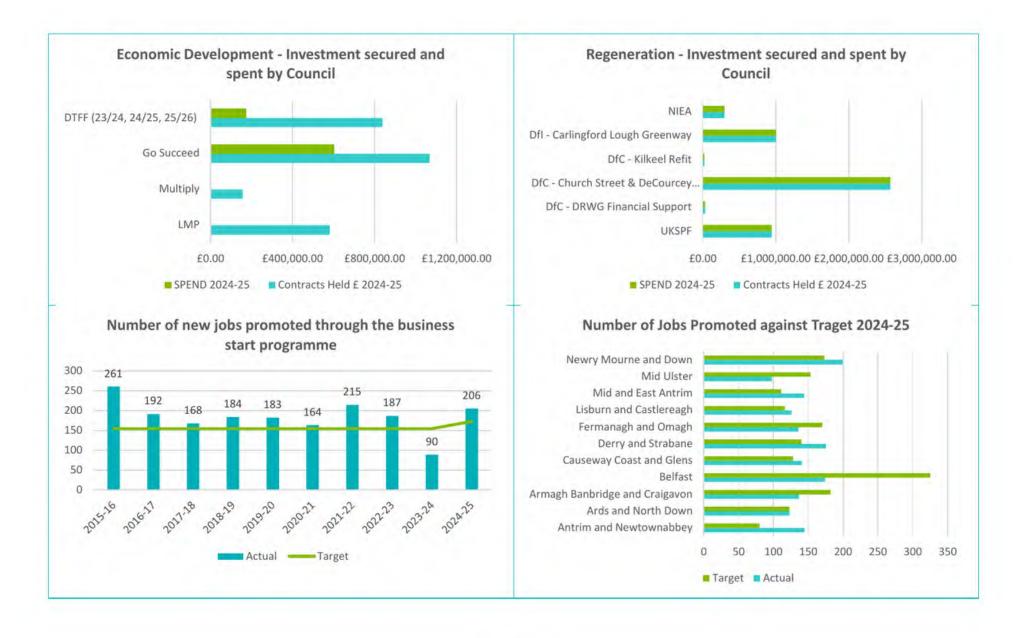
Key action	Update				
Principal Project: Progress Belfast Region City Deal Projects including skills and innovation		Progress 1 Contracts for Funding are capital projects: Newry City Mourne Mountain Gateway Business Case has been of through BRCD Executive B for capital build has been s Business Case is complete Team appointed, including Consultant, enabling progress 2 design. Feasibility Study	Green		
	Notes:	1 Contracts for Funding are capital projects: Newry City Mourne Mountain Gateway Business Case has been dithrough BRCD Executive E for capital build has been s Business Case is complete Team appointed, including Consultant, enabling progradesign. Feasibility Study Innovation Hub.	v Centre Regeneration and v Programme. NCCR: Full leveloped, and approved 30ard. Planning application submitted; MMGP: Outline sd; Integrated Consultancy appointment for a Gondola ession of stage 1 and stage		

Implement a programme of support that will increase growth and investment for new and established businesses and social enterprises across the district.	Target	
	Progress	Green
Notes	created for 24/25 based of and early entry business mentoring 396 Growth ar received mentoring 191 (processed, Council issue	cceed in 24/25 to pre start isting businesses. 206 jobs on 0.6 return- 344 pre start, clients received diagnostic & 60 Succeed grant applicants d an SLA to NMEA to support amme which resulted in the
Through the Belfast Region City Deal (BRCD) partnership, and other programmes, implement a range of skills and employability initiatives that meets the needs of local economy	Target	
	Progress	Green
Notes	Locally, Council have del	of skills assessments, to ents and action plan for growth sectors across NI. ivered investment through th ip, with Total investment in
Support the growth of new and existing businesses through the delivery of innovative and digital focused initiatives.	Target	
	Progress	Green
Notes	key programme delivered Ireland and is led by New District Council. With a cit the DTFF programme station approach, spanning all Council region. It reflects a collect and local governments to innovation that accelerate regional economic develuments of been successfully comple programme has received (Calls 1-4). Invited over 4 submit full applications. From eligible Grant Letters of Offer, to for the programme of the light grant successfully complete programme has received (Calls 1-4). Invited over 4 submit full applications from eligible Grant Letters of Offer, to for the programme of the pr	on Flexible Fund (DTFF) is a di across all of Northern vry, Mourne, and Down apital budget of £7.5 million, ands out for its unique ity and Growth Deals in the tive ambition between central foster digitally-driven es business growth and opment. Three calls have eted, since its inception, the 1987 expressions of interest 139 eligible businesses to Received 263 grant businesses. Issued over 171 alling £2.5 million. The is exceeded expectations,

Through Dublin Belfast Economic Corridor (DBEC) and other cross-border linkages, maximise the district's location as a cross-border gateway to Great Britain, EU, Ireland and international markets.	Target	
cross-border gateway to oreat britain, 20, iroland and international markets.	Progress 1 NMDDC is the administrative the DBEC Partnership (8 Cd and continues to provide a lactions as per the DBEC Gorganising, servicing, and per the DBEC Director, CEO, are the DBEC Director, CEO, and the DBEC DIrector,	Green
	2200	*.1
Notes:	the DBEC Partnership (8 of and continues to provide a actions as per the DBEC of organising, servicing, and the DBEC Director, CEO, a	Councils & 2 Universities) a key role in progressing Governance Structure, progressing actions from and Political Advisory Grokey activities progressed lew DBEC website, the Summit, launch of a new the region, enhanced (printed and digital media key stakeholder and
Continued growth of our area's infrastructure through a responsive planning system.	Target	
	Progress	Amber

Measure of Success	2023-24		2024-25		Status Trend	Explanatory Note Through the new NI 'Go Succeed' programme and the Social Economy programme 222 jobs were created with 231 businesses		
Number of jobs created and	Jobs Businesses created supported		Jobs created					
businesses supported through Council programmes	104	363	222	231	$\stackrel{\triangle}{\nabla}$	supported. This represents an increase of 113% in relation to the number of jobs created but a decrease of 36% in the number of business supported.		
	Target	Actual	Target	Actual		During 2024-25, Newry, Mourne and Down promoted 206 jobs		
Number of jobs promoted through business start-up activity	>155	90	173	206	○△	through business start-up activity. This is an increase of 129% when compared to the 2023-24 figure of 90. This figure also exceeds the target set of 173 for 2024-25 by 19.1%. The Council recorded the highest number of actual jobs promoted across all the Council areas, ranking it 1/11 across Northern Ireland.		

	Investment	2023-24	2024-25		Economic Development Investment -	
Amount of	Economic Development - Total Value of Funding Contracts Held:	£1.7m	£1.8m	(:)	LMP £580,868.29 Multiply £156,075.39,	
	Economic Development – Annual Spend:	£966,171 £775,283			Go Succeed £1,067,097 Grants issued -	
	Regeneration – Total Value of Funding Contracts Held:	£10.8m	£3.5m		DTFF - Issued 10 LoO £173,595 Go Succeed - Issued 192 LoO £601,688.17	
investment secured and distributed by the Council	Regeneration – Annual Spend:	£5.495m	£3.5m	(i)	Regeneration UKSPF £942,457.00, DfC £30,000 - DRWG financial support DfC - £2,569,042 (Church Street & DeCourcy Place DfC - £20,000 Kilkeel Revit DfI £1m - Carlingford Lough Greenway NIEA - £296,883	



Corporate Objective

Develop and revitalise our district

Key action	Status	Update			
Principal Project: Newry City Cent	re Regeneration		Regeneration. NCCR: Full developed, and approved Board. Planning application submitted; Target Progress 1 PSNI Site – A multi-disciple established to oversee the published by September 2 it is anticipated that a developed and the searly 2026. No. 39 trish stoem demolished in line will isted building. There is senow be looked at once the removed. The site will be in project of the PSNI site. Sibe completed in mid 2025. Place Public Realm schem from Dept of Communities approved their funding corpermission has been granutility provider. The Grove benefited from UKSPF fun extensive transformation. overhanging branches hav historic trees have been piremoval, new street furnit.		
			Progress	Green	
		Notes:	Regeneration, NCCR; Ful developed, and approved Board. Planning application	place for Newry City Centr Business Case has been through BRCD Executive	
Principal Project: Progress Downp	patrick Regeneration		Progress 1 Contract for Funding is in pregeneration. NCCR: Full developed, and approved to Board. Planning application submitted; Target Progress 1 PSNI Site – A multi-disciplic established to oversee the published by September 2 it is anticipated that a deverance and early 2026. No. 39 Irish Structure to the published by September 2 it is anticipated in line will isted building. There is seen ow be looked at once the removed. The site will be in project of the PSNI site. Sibe completed in mid 2025. Place Public Realm schem from Dept of Communities approved their funding con Permission has been grant utility provider. The Grove benefited from UKSPF fun extensive transformation. To overhanging branches have historic trees have been premoval, new street furnitude.		
				Green	
		Notes:	it is anticipated that a devi- early 2026. No. 39 Irish St- been demolished in line w listed building. There is se now be looked at once the removed. The site will be project of the PSNI site. Stope completed in mid 2025 Place Public Realm scher from Dept of Communities approved their funding con Permission has been grar utility provider. The Grove benefited from UKSPF fur extensive transformation. overhanging branches have historic trees have been p removal, new street furnities.	ne design brief which is due 2025. Following this process veloper will be appointed Street – The building has with HED regulations as it is several out buildings which whe vegetation has been included in the overall Skate and Pump Park due to 5. Church Street & DeCourceme, LoO has been received as and NMDDC have also ontribution. Planning anted and pre works by the e - This area has also unding and has undergone aid. The invasive species and ave been removed, the pruned and made safe, graffiture installed, street lighting painted and steps throughout	

Implement a Small Settlement regeneration scheme in partnership with Government Departments.	Target	
	Progress	Green
Note	Bessbrook and Castle capital investment. Kill to derelict building and closed in March 2025.	plete in Saintfield, Rostrevor, wellan. 7 Settlements receive keel Revit complete - treatmer I lower square Kilkeel. SSS DfC/DAERA/Dfl are reviewin ire regeneration projects. PPE
Implement regeneration initiatives across urban centres and develop forward work programme for future regeneration initiatives	Target	
	Progress	Green
		-1
Note	Preliminary works have scheme for Kilkeel low Council completed a fe Avenue, Downpatrick Restoration and seeks	of a feasibility study for Kilkee e begun on developing a ere square and riverside walk. easibility study on St Patrick's for Street Scape Character e external funding to implemen ngages with DfC quarterly on

Progress the Belfast Region City Deal	Target		
	Progress	Green	
		*1	
Notes:	1 Contracts for Funding are capital projects: Newry Cit Mourne Mountain Gatewa Business Case has been through BRCD Executive for capital build has been Business Case is complet Team appointed, including Consultant, enabling prog 2 design. Feasibility Study Innovation Hub.	ty Centre Regeneration an py Programme. NCCR: Ful developed, and approved Board. Planning applicatio submitted; MMGP: Outline led; Integrated Consultanc g appointment for a Gondo ression of stage 1 and sta	
Update existing masterplans and village plans in line with the emerging Local Development Plan.	Target		
	Progress	Green	
Notes:	Downpatrick Masterplan h High Street action plan. S (Newcastle, Kilkeel and W Ballynahinch are reviewed are a template for develop	E Coast Masterplan /arrenpoint), Newry and d bi annually. Village plans	
Implement our Public Convenience Strategy.	Target		
	Progress	Green	
Notes:	Newcastle Public Conveniences Project completed including installation of a changing places facility. Dundrum public conveniences project complete. Prioritisation of future public convenience projects w considered at S&E working group in December 2024 with an agreed template approved for condition surveys of public conveniences. This will determine capital priorities for refurbishment/replacement work.		

Measure of success	2023-24	2024-25	Status Trend	Explanatory Note
Number of BRCD projects delivered	Progress underway	Progress underway	☺	Contracts for Funding are in place for Council's two capital projects which remain underway Newry City Centre Regeneration and Mourne Mountain Gateway Programme. NCCR: Full Business Case has been developed, and approved through BRCD Executive Board. Planning application for capital build has been submitted; MMGP: Outline Business Case is completed; Integrated Consultancy Team appointed, including appointment for a Gondola Consultant, enabling progression of stage 1 and stage 2 design. Feasibility Study Completed for the Regional Innovation Hub.
Number of small settlement schemes delivered	1 complete 4 onsite 1 received planning 1 in progress	4 complete	☺	EI schemes were completed in Saintfield, Rostrevor, Bessbrook and Castlewellan. 7 Settlements received capital investment.
Number of new/upgraded public conveniences	New measure	4	(i)	Downs Rd Newcastle Central Promenade Newcastle Donard Park, Newcastle Dundrum Bay

Performance Improvement Objective 2

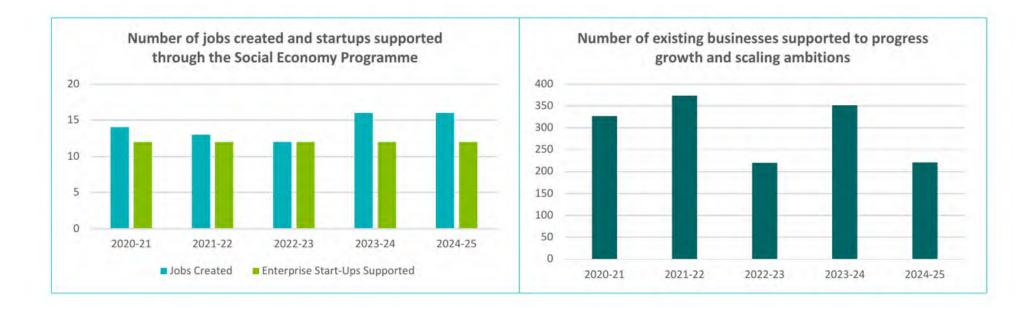
We will contribute to growing the economy by supporting local businesses and job creation

Key action	Status	Upd	ate		
Invest in the social economy thr	ough the Social Enterprise programme and 'Go Succeed'		Target		
			Progress	Green	
				-1	
		Notes:	programme, supporting the delivering 190 mentoring da skills for entering employme	gets set through the Social Economy creation of 12 new start-up businesses, ys, assisting 50 people to gain increased int, creating 30 new volunteering jobs, 16 at and 16 new jobs created (8 FT 8 PT).	
Engage individuals in pre-start a	activity		Target		
			Progress	Green	
				*1	
		Notes:	support service, Community Mentoring Masterclasses, G	leted by March including entrepreneurial outreach engagement, Diagnostics grants Peer to Peer networks 344 pre-start, ents received diagnostic & mentoring support	
Support the establishment of ne	w businesses through the 'Go Succeed' Programme		Target		
			Progress	Green	
				-1	
		Notes:	The number of business plans created for start-up businesses employer enterprises increased by 121% compared to 2023-24 from 151 in 2023-24 to 334 in 2024-25. During 2024-25, 175 ne enterprises were created as a result of support. This is an incre 94% when compared to the 90 new enterprises supported durin 24.		

Support the growth of existing businesses and creation of new jobs through the 'Go Succeed' Programme	Target Progress	Green * 1
Notes:	diagnostic support. Mentorin	sinesses received mentoring including 1-2-1 ng is allocated depending on growth nours and 21 hours. Average support is 15 nt applicants processed
Continue to create opportunities for employability and skills through implementation of the LMP Action Plan.	Target	
	Progress	Green
		-1
Notes:	Programme; Transport Emp Programmes in 2024-25, all Skills Conference focusing within the NMDDC area, Clc Childminding Employability. Employability Academy; and A pre-employment support in and continues to be delivered throughout the year such as primary school students throughout the year such as primary school students throughout the year, and Golf Futures that coincided district; along with sponsors Apprentice of the Year; and engaged with Ulster University of the Strategic Asset	e delivery of the Enterprise Pathway loyability Academy; and Upskilling for Gro ong with additional delivery to include a main the workforce challenges and opportunities on the workforce challenges and opportunities of the workforce challenges and opportunities. It was a serious and serious and serious and was a launched to the workforce of the

Measure of success	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	Status Trend	Explanatory Note
Number of social enterprise start-ups supported	12	12	12	12	12 (Target: 12)	○ △	Since 2017-18, the Council has consistently met and exceeded the targets set for the number of new social enterprise start-ups supported and jobs created. During 2024-25, the Council supported 12 new social enterprise start-ups, delivered 190 mentoring days, assisted 50

Number of social enterprise jobs created	14	13	12	16	16 (Target: 12)	○△	people in increasing their skills for entering employment and created 16 new social enterprise jobs, as well as 30 new volunteering jobs.
Number of participants engaged across all 'Go Succeed' activity		New m	neasure		839 (Target: 712)	(i)	There was a total of 839 participants engaged across all 'Go Succeed' activity during 2024-25. This included 335 under the Engage pillar, 86 through the Foundation pillar and 418 participants through the Growth pillar.
Number of business plans created for start-up businesses and employer enterprises	266	358	361	151	332 (Target: 361)	□△	The number of business plans created for start-up businesses and employer enterprises increased by 120% compared to 2023-24, rising from 151 in 2023-24 to 332 in 2024-25. The target however was not achieved for this period, with 92% of the target met.
Number of jobs promoted via business start-up activity	199.5	215	187	90 (Target: 155)	206 (Target: 170)	○△	During 2024-25, Newry, Mourne and Down promoted 206 jobs through business start-up activity. This is an increase of 129% when compared to the 2023-24 figure of 90. This figure also exceeds the target set of 170 for 2024-25 by 21.2%. In 2024-25, Newry, Mourne and Down ranked 1/11 for the number of jobs promoted across NI. Newry, Mourne and Down also approved 334 business plans in 2024-25 placing the Council 1/11 across NI for business plan approvals.
Number of new enterprises created as a result of support	181	215	187	90	175 (Target: 195)	⊗△	During 2024-25, 175 new enterprises were created as a result of support. This is an increase of 94% when compared to the 90 new enterprises supported during 2023-24. This figure however represents only 89.7% of the total target set for 2024-25.
Number of existing businesses supported to progress growth and scaling ambitions	327	373	220	351	221 (Target: 220)	○ ▽	The number of existing businesses supported to progress growth and scaling ambitions decreased between 2023-24 and 2024-25 falling from 351 to 221. This indicates a decrease of 37%, however the target was exceeded during 2024-25.





Community Planning Outcome

All people in Newry, Mourne and Down benefit from a clean, quality and sustainable environment

Corporate Objective

Protect and enhance our environment to secure a sustainable future

Key action Status Update		
Principal Project: Progress the Local Development Plan Strategy	Target	
	Progress	Green
Notes:	Draft plan strategy launch consultation underway	ned June 2025 and
Develop and implement a Climate Change and Sustainability Strategy	Target	
	Progress	Green
Notes:	Sustainability & Climate C progressing. Draft to be pi Q2 2025	Change Strategy is resented at SE Committee in
Develop and implement a Local Climate Change Adaptation Plan	Target	
	Progress	Green
		.1

Develop and implement a Biodiversity Strategy	Target	
	Progress	Green
	77.5	24
Notes:	Biodiversity Strategy has r launched with implementa	
Develop and implement a Tree Strategy	Target	
	Progress	Green
Notes:	Several key actions within progressed. Tree strategy plan and included under th Woodland" within the Biod	to be reframed as an action the theme of "Trees &
Undertake a baseline assessment of the Council's carbon footprint and set targets to reduce our carbon emissions	Target	
	Progress	Green
Notes:	1 The introduction of the Clin Ireland) 2022 has set a tar gas emissions by 2050.Th (Reporting Bodies) Regula 2024 came into effect on 3 regulations require Counci reports: •Climate Mitigation October 2025 •Climate Ad 31st March 2026 The requireporting is included in the and commences for financi March 2025. 2 New Office place to appoint consultan above reports.	get of Net Zero greenhou e Climate Change titions (Northern Ireland) and May 2024. These if to provide the following in – Report due by 31st aptation – Report due by irement for carbon baseli c Climate Mitigation Repor isal year ending 31st of its appointed and proposa

Support the implementation of new Electric Vehicle (EV) charging points	Target Progress	Amber
Notes:	1 During 2024-25, The ORC Chargepoint Scheme) whi Chargepoints in Newry, M delayed due to delays with procurement process led I District Council. Procurem Charge Point Operator ha are under way to install the 2025/26.	ich planned to install 18 lourne and Down District w h the joint Council by Derry City and Straban lent is now complete, a is been appointed and plai
Keep under review the actions to address sustainability and the climate change emergency declared by Council	Target	
	Progress	Green
		-1
Contribute to the delivery of the Area of Outstanding Natural Beauty(AONB) Management Action Plans and the Marine Protected Area Management Plans	Target	
	Progress	Green
		*1
Notes:	1 The Ring of Gullion and S continue to be managed the Fund projects, with a focus resilience, habitat conserve public engagement. The F Strangford & Lecale AONI progress through NI Environment of the Forest Strangford & Lecale AONI progress through NI Environment of the Forest Strangford & Lecale AONI progress through NI Environment of the Strangford of the Strangford of the Forest Strangford Couling and the Public at variation of the Strangford Strangford Couling published, and enhancement of equipment, and report for Strangford Loughitatives cultivated a dee with the natural environmental steward of equipment and environmental steward of strangford Loughitatives cultivated a dee with the natural environmental steward of strangford Strangford Loughitatives cultivated a dee with the natural environmental steward of the Strangford Strangford Loughitatives cultivated a dee with the natural environmental steward of the Strangford Strangford Loughitatives cultivated a deep vironmental steward of the Strangford Loughitatives cultivated and environmental steward of the Strangford Loughitatives cultivated a deep vironmental steward of the Strangford Loughitatives cultivated and environmental steward of the Strangford Loughitatives cultivated and environmental steward of the Strangford Loughitatives cultivated and the Strangfor	hrough the NI Environmes on ecological and climication, outdoor access, a Ring of Gullion and Bs achieved significant ronment Fund projects. King partnership meeting psessions as planned; aining (WeBs), species my management etc. We lous festivals and events imate recovery across, habitats, species, and eion upland trail network via communications were ents to the Tyrella dune pleted. Efforts to tackle life with communities via a lid the Aids to Navigation ph was finalised. These per community connection, fostering engagement.

evelop and implement a District Enforcement Action Plan for controlling environmental crime and reducing littering, fly tipping and dog fouling incidents		
	Progress	Amber
		**
Notes:	The Council's initial recruined and Enforcement wastern management educious unsuccessful. This post with 2025/26. This post holder a District Enforcement Actenvironmental crime and and dog fouling incidents.	ent manager post relating ation and enforcement will fill be recruited to Q2/3 will develop and implem tion Plan for controlling reducing littering, fly tipp reducing littering, fly tipp
Develop and implement the Local Development Plan	Target	
	Progress	Green
		*4
Notes:	Draft plan strategy agreed agreed for June launch fo consultation and worksho	llowed by 3 months
Implementation of Building Regulations and licensing obligations in partnership with our customers and stakeholders	Target	
	Progress	Green
		*1
Notes:	All targets in terms of Cou and licensing obligations	uncil's building regulation

Measure of Success	202	21-22	20	22-23	202	3-24	2024	4-25	Status Trend	Explanatory Note
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		The Keep Northern Ireland Beautiful (KNIB Cleaner Neighbourhoods Report for 2023-2-
Level of street cleanliness across the District (KNIB street cleanliness score)		64	-	Data unavail able	64	Data unavail able	64	Data unavail able	<u></u>	was published in Q4 2024-25. While a new regional average of 75 has been provided fo 2023-24, an individual Council LEAMS score has not been provided within the report Contact has been made with KNIB asking i this information can be made available and we are currently awaiting a response.
	Target	Actual	Target	Actual	Target	Actual	Target	Actual		

Percentage of waste recycled	50% by 2020	49.8%	50% by 2020	49.6%	50% by 2020	50.1%	70% by 2030 55% by 2025	49.0%	① △	Since 2017-18, the Council increased the overall rate of recycling by 2.9% to 49.0% however it does fall short of both the 2020 target of 50% and the interim 2025 target of 55%. Similar to the regional trend there has been a decrease in the rate of recycling between 2023-24 and 2024-25 with the Council ranked 8/11 across Northern Ireland.
Percentage of EV charging points	New measure							0%	<u>=</u>	During 2024-25, The ORCS project (On Street Chargepoint Scheme) which planned to install 18 Chargepoints in Newry, Mourne and Down District was delayed due to delays with the joint Council procurement process led by Derry City and Strabane District Council. Procurement is now complete, a Charge Point Operator has been appointed and plans are under way to install the Chargepoints during 2025/26.
Level of compliance with sustainable development duty	(Strategy	and Action	Plan is be	ing finalise	d with a ta	arget date	for launch	in Q3 2025	change locally. The Council's Climate Change 5-26. The Council is involved in several projects her 20 new charging points to be delivered in

Performance Improvement Objective 3

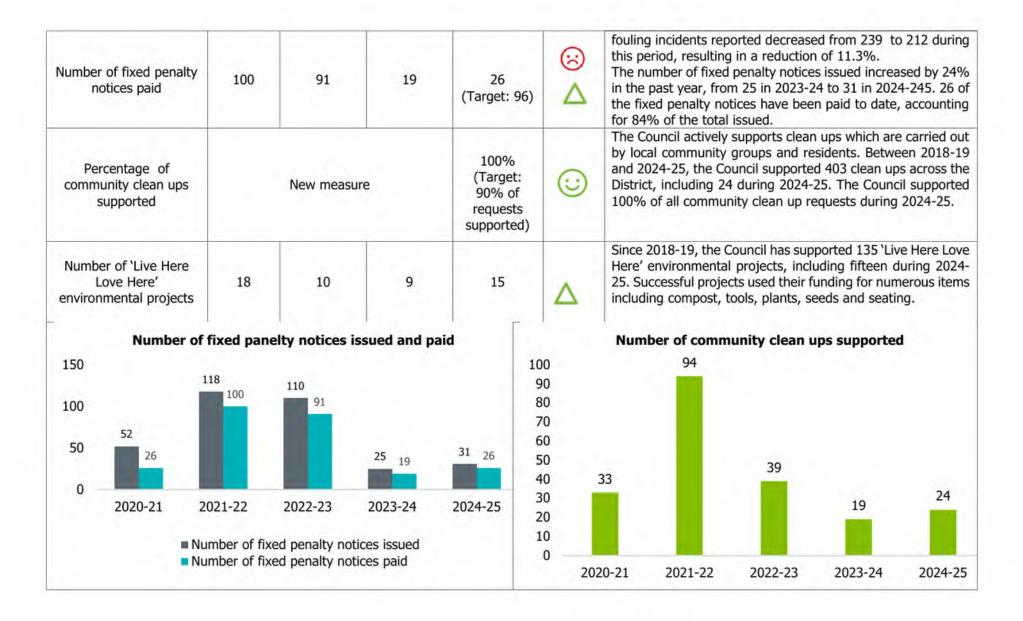
We will improve the cleanliness of our District by continuing to promote recycling and addressing littering, fly tipping and dog fouling incidents

Key action	Status	U	pdate		
Continuing to implement the Enforcemen	t Action Plan		Target		
			Progress	Amber	
			100 3000	*1	
		The Council's initial recruitment campaign for an Edenforcement manager post relating to waste manager enforcement was unsuccessful. This post will be received. Notes: Notes:			
Promoting responsible dog ownership thr	ough publicity and social media campaigns		Target		
			Progress	Green	
			7.4.2	-4	
		The Council carried out an anti-litter and dog-fouling campaign wind NI Beautiful through the Live Here Love Here Campaign. Billboard posters were erected with strong clear anti-litter and dog-fouling messages in 4 locations across the district (Ballynahinch, Newry, Downpatrick and Newcastle). Council also designed and installed Anti-litter and Dog-Fouling Posters on the sides of the Refuse Vet fleet as part of an overall Waste /Sustainability awareness Campaign.			

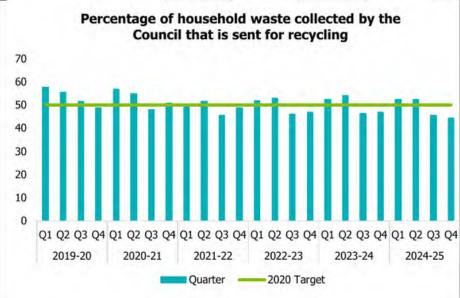
Working with Louth County Council to raise awareness of the impact of littering and illicit dumping along the border area	Target	
	Progress	Green
		*1
Notes:	colleagues from Louth Cou	District Council continue to liaise with nty Council with a view to continuing to rais littering and illicit dumping along the borde
Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres.	Target	
	Progress	Green
		-1
Notes:	Centres. The website and I residents on how to sort su	to the review of Household Recycling dRC site signage provides clear guidance rplus recyclable waste. A booking system is to access HRC sites in larger vehicles fr
Supporting local community clean ups.	Target	
	Progress	Green
		-1
Notes:		community clean ups at a range of location 024-25. It supported 100% of all requests

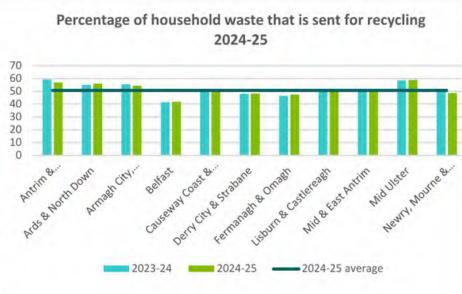
Implementation of a Paint Re-Use Scheme at 7 Household Recycling Centres throughout the district.	Target	
	Progress	Amber
		*1
Notes:	2023-24. It resulted in the re	was initially implemented in Camlough during acycling and reuse of 20% of the paint buncil rolled out this scheme to the g 2024-25.
Work in partnership with Keep Northern Ireland Beautiful to promote the 'Live Here Love Here' campaigns.	Target	
	Progress	Green
		*1
Notes:	Love Here' campaign, admi £28,646,98 which were awa were located across the Dis Castlewellan, Crossgar, Do Mayobridge and Newry. The	articipate in the Keep NI Beautiful 'Live Here nistering 15 grants, with a combined value of arded towards local projects. These projects trict including Annalong, Bessbrook, Burren, wnpatrick, Hilltown, Kilcoo, Kilkeel, tunding for these projects were used for ompost, tools, plants, seeds and seating.

Measure of success	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25	Status Trend	Explanatory Note
LEAMS score (Keep NI Beautiful Cleanliness Index)	64	Data unavailable	Data unavailable	Data unavailable		The Keep Northern Ireland Beautiful (KNIB) Cleaner Neighbourhoods Report for 2023-24 was published in Q4 2024-25. While a new regional average of 75 has been provided for 2023-24, an individual Council LEAMS score has not been provided within the report. Contact has been mad with KNIB asking if this information can be made available and we are currently awaiting a response.
Number of fixed penalty notices issued	118	110	25	31 (Target: 120)		Between 2023-24 and 2024-25 the number of illicit dumping incidents reported to Council increased by 24.4%, from 520 to 647 incidents, whilst the number of littering and dog

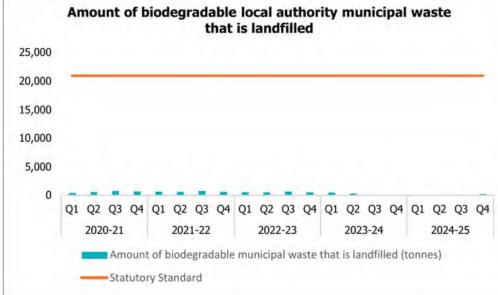


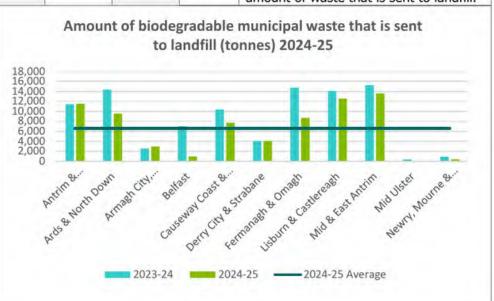






Measure of success	2021	1-22	2022	2-23	2023	3-24	2024	4-25	Status Trend	Explanatory note
The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled	Target <20,954	Actual 2,685t	Target <20,954	Actual 2,319t	Target <20,954	Actual 932	Target <20,954	Actual 429	○△	Since 2015-16, the amount of biodegradable local authority collected municipal waste that is sent to landfill reduced by 97.4%, to 429 tonnes, and the Council only used 2% of the 2019-20 Northern Ireland Landfill Allowance Scheme allowance**. This falls well below the 2024-25 regional average of 6,568 tonnes with Newry, Mourne and Down ranked 2/11 across Northern Ireland. Between 2023-24 and 2024-25, Newry, Mourne and Down recorded a 54% decrease (503 tonnes) in the amount of waste that is sent to landfill.





Measure of success	Actual 2021-22	Actual 2022-23	Actual 2023-24	Actual 2024-25	Trend	Explanatory note
The amount of Local Authority Collected Municipal Waste arisings	87,336t	82,842t	84,636t	85,383t	>	Since 2017-18, the amount of local authority collected municipal waste arisings has increased by 4.8% to 85,383 tonnes, however it does fall below the 2024-25 regional average of 91,848 tonnes. Newry, Mourne and Down is currently ranked 8/11 across Northern Ireland. 2024-25 seen an increase in the amount of Local Authority Collected municipal waste collected rising by 0.9% from 84,636t in 2023-24 to 85,363t in 2024-25.
30,000 25,000 20,000 15,000 10,000 5,000	arising Q1 Q2 Q3 Q4 Q1 Q2	Q3Q4Q1Q2Q3Q4 1-22 2022-23	Q1Q2Q3Q4Q1Q1	16 14 12 10 8 6 4 2	80,000 60,000 10,000 10,000 10,000 80,000 10,000 10,000 10,000	Arising 2024-25

^{*}The 2024-25 data in relation to the statutory performance indicators for waste management remains provisional, as the end of year data is currently being validated by DAERA and will not be published until Q3 2025-26. There are slight variances between the quarterly figures and the rolling 12-month figures, as outlined in the DAERA reports.

^{**}The 2019-20 NI Landfill Allowance Scheme (NILAS) target has been included as the Council awaits more up to date targets from DAERA

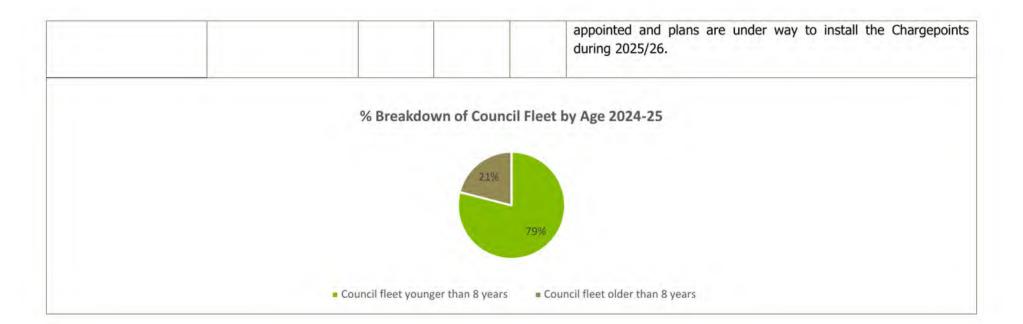
Performance Improvement Objective 4

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

Key action	Status	Up	odate	
Completing the draft climate change a approval and then publication	nd sustainable development strategy ready for consulta	tion, review,	Target	
approval and their publication			Progress	Green
				-1
		Notes:	Sustainability & Climate Chapresented at SE Committee	ange Strategy is progressing. Draft to be in Q2 2025/26.
Publishing the Council's Climate Chan	Publishing the Council's Climate Change Adaptation Plan			
			Target	Green
			Progress	*1
		Notes:	Climate Change Adaptation timeframe (April 2026).	Plan will be completed inline with DAERA
Implementing the newly published biod	diversity strategy 2023-30		T	
			Target	0
			Progress	Green
				-1
		Notes:		ow been approved and launched with should also be noted that it is now a strategy

Continuing to implement the Council's Tree Strategy	Target	
	Progress	Amber
	- 344	*1
Notes:	Several key actions within be reframed as an action Woodland within the Biod	the strategy have progressed. Tree strategy plan and included under the theme of "Trees liversity Strategy.
Supporting the continued implementation of new Electric Vehicle (EV) charging points	Target	
	Progress	Amber
		*1
Notes:	which planned to install 18 District was delayed due to process led by Derry City now complete, a Charge F	S project (On Street Chargepoint Scheme) 3 Chargepoints in Newry, Mourne and Down o delays with the joint Council procurement and Strabane District Council. Procurement i Point Operator has been appointed and plans e Chargepoints during 2025/26.
Undertaking a baseline assessment of the Council's carbon footprint and renewable energy output	Target	
	Progress	Green
Notes:	set a target of Net Zero gr Change (Reporting Bodies into effect on 3rd May 202 the following reports: •Clin 2025 •Climate Adaptation requirement for carbon ba ending 31st of March 2025	mate Change Act (Northern Ireland) 2022 has eenhouse gas emissions by 2050. The Climal S) Regulations (Northern Ireland) 2024 came 4. These regulations require Council to provinate Mitigation — Report due by 31st October — Report due by 31st March 2026 The seline reporting commences for financial yea 5. 2 New Officers appointed and proposal in its for support to deliver the above reports.
Continue to implement the Council's fleet replacement programme	Target	
	Progress	Green
	100,000	*1
Notes:	1 2024/25 Fleet replacemen delivering a significant red	t programme completed. Fleet modernisation

Measure of success	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25	Trend	Explanatory Note		
Carbon footprint of Council estate To be established						The requirement for carbon baseline reporting commences financial year ending 31st of March 2025. 2 New Officers appoint and proposal in place to appoint consultants for support to deli		
Renewable energy generation	To be established					the above reports.		
Energy consumption baseline		To be es	stablished		<u></u>			
Percentage of Council fleet younger than 8 years	New m	neasure	75%	79% (Target: 85%)	□△	In 2024-25, 158 of the Council's 199 vehicles were eight years or younger representing 79% of the total. This represents a 4% increase on the figure recorded in 2023-24. It did not, however, achieve the target set for 2024-25.		
Number of vehicles within the Council fleet that have an alternative fuel source	New m	neasure	1 (Target: 10)	1 (Target: 10)	<u></u>	Currently, Council has only one vehicle within its fleet that has an alternative fuel source. This car is used within the enforcement section and is due to be replaced with a new EV vehicle. Approval has been granted for the replacement of a proportion of existing small and medium sized diesel vans with electric vehicles. Orders will be placed for 10No small electric vans on completion of charging infrastructure project.		
Number of trees planted on Council managed estate	New m	neasure	2,800	257 (Target: 2,800)	⊗ ▽	In 2024-25, 257 trees were planted across the Council managed estate. This is well below the figure recorded last year and significantly below the target set. It should be noted however that due to both Storm Dara and Storm Ewoyn many of the trees could not be planted		
Number of Council supported EV charging points	New m	neasure	20	0 (Target: 18)	⊗ ▽	During 2024-25, The ORCS project (On Street Chargepoint Scheme) which planned to install 18 Chargepoints in Newry, Mourne and Down District was delayed due to delays with the joint Council procurement process led by Derry City and Strabane District Council. Procurement is now complete, a Charge Point Operator has been		





Community Planning Outcome

All people in Newry, Mourne and Down live in respectful, safe and vibrant communities

Corporate Objective

Empowering communities to play an active part in civic life

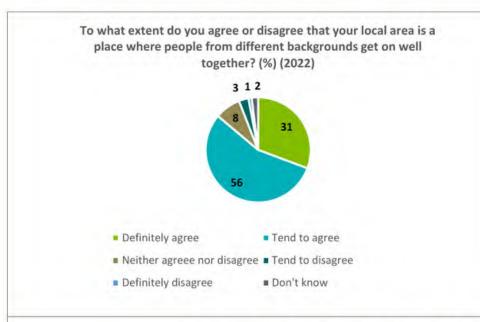
Key action	Status	Update		
Development and delivery of the D	evelopment and delivery of the District Electoral Area Action Plans		Target	
			Progress	Green
			3377	*1
		Notes:	Action Plans have been a are subject to ongoing mo	
Development and delivery of the P	olicing & Community Safety Partnership Action Plan		Target	
			Progress	Green
			20.510	*1
		Notes:	PCSP Action Plan has been Committee and delivery has agreed objectives.	
Development and delivery of the G	ood Relations Programme Action Plan		Target	
			Progress	Green
				*10
		Notes:	Good Relations Action Pla The Executive Office and line with agreed objectives	delivery has commenced

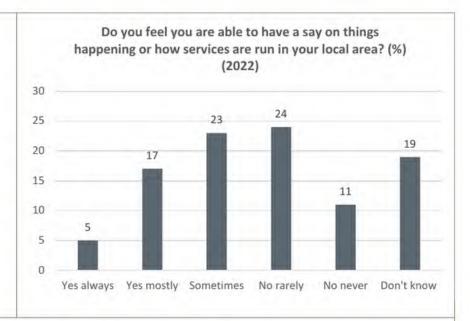
Development and delivery of the Downpatrick and Newry Neighbourhood Renewal Areas Action Plan	Target	
	Progress	Green
Notes:	Neighbourhood Renewal A Downpatrick have been ap has commenced in line with	proved by DfC and deliv
Development and delivery of the Social Inclusion Action Plan including the delivery of the Ethnic Minority Support Centre	Target.	
	Progress	Green
Notes:	All targets met. Ethnic Min- exceeded target.	ority Support Centre vis
Development and delivery of the PeacePlus Action Plan	Target	
	Progress	Green
Notes:	Local action plan has been offer issued. Work in progr when the contracting phas	ess for implementation
Development and delivery of the Community Wealth Building Action Plan	Target	
	Progress	Green
		2.9

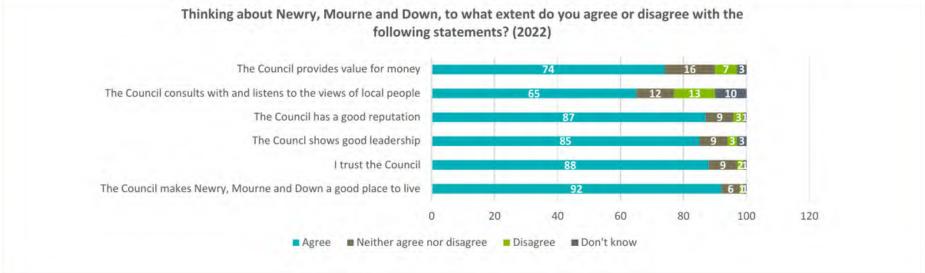
Implementation of the Community Plan		Target	
		Progress	Green
	Notes:	Implementation of the Con 2024/25, including: Launch Health and Wellbeing Ther Plan Participatory Budget partnership priorities	nmunity Plan continued h of Housing Action Pla matic Summit and Actio
Development of a Community Facilities Strategy		Target	
		Progress	Amber
			**
	Notes:	Provision of Community Fa within the scope of the Co Strategy. Terms of reference procurement to commence	mmunity Development ce finalised and
Delivery of the Financial Assistance Programme		Target	
		Progress	Green
			*1
	Notes:	1 All calls issued and succes	ssful grants processed

Measure of Success	2018 Actual	2022 Actual	Status	Explanatory Note		
Percentage of residents who agree that the local area is a place where people from different backgrounds get on well together	72%	87%	○△	In September 2018 and again in September 2022, the Council commissioned a Residents Survey to establish and track a robust and reliable evidence base in relation to resident perceptions about their local area, the performance of the Council and key priorities for improvement in the future. A representative sample of 764 residents were surveyed		
Percentage of residents who agree that the Council consults with and listens to the views of local people	62%	65%	<u>□</u>	 and revealed that: 87% agree that the area is a place where people from different backgrounds get on well together, representing a significant increase on the 2018 figure of 72%. 		

Percentage of residents who feel that they can have a say on how services are delivered in their local area	59%	45%	⊗ ▽	 65% agree that the Council consults with and listens to the views of local people, which is an increase of 3% on the 2018 figure of 62%. The percentage of residents that disagree with this statement however has increased from 11% to 13% during the four year period. 45% feel that they can have a say on how services are delivered in their local area. This represents a significant decrease from the 59% recorded in 2018. Feedback and comparative analysis from the two Residents Survey has been used to inform the development of future plans and strategies, including the Corporate Plan and Performance Improvement Plan. 	
Measure of Success	2023- 24 Actual	2024-25 Actual	Status	Explanatory Note	
Number of financial assistance projects funded	386 projects awarded funding	391 projects awarded funding	Δ	During 2024-25, The Council awarded £1.9 million in funding to 391 successful applications for capital and revenue. This was done through 3 different funding calls run throughout the year. This represented a success rate of 75% and covered funding for themes such as	
Number of people accessing the Ethnic Minority Support Office services	New measure	2343 (Target: 2000)	©	There were 2,343 contacts recorded through the Ethnic Minority Support Centre during 2024-25, exceeding the target set.	







Corporate Plan 2024-27: Self imposed performance indicators

Corporate Objective

Deliver sustainable services

Key action	Status	Update		
Principal Project: Progress Organisa	Target			
			Progress	Green
		Notes:	1 Planning for the Future has place. An updated IT Strate has been approved with the projects monitored through ITPG. The business cases have been approved acros the case for new HR system systems and tourism suppic Council has received ring f development and impleme waste services through the	egy and a Digital Strategy e governance, budget and a an internal group, the for a number of projects s service areas including ms, cemetery management ort / development. The enced funding for the ntation of sustainable /

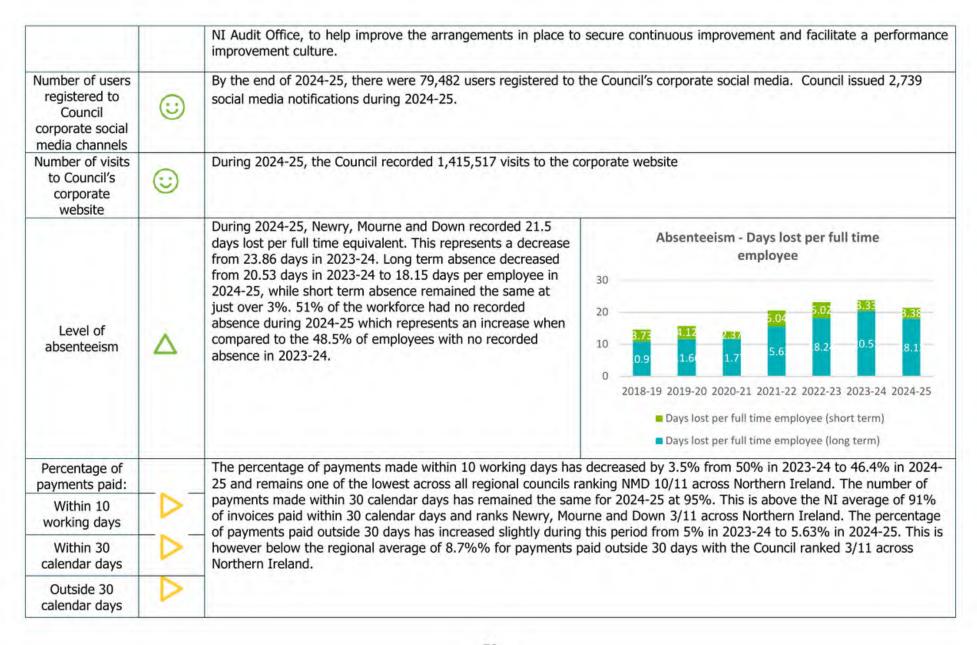
Develop a robust and reliable evidence base to inform decision making, policy development and service provision.		Target	
		Progress	Green
No.	otes:	Council ran a number of p data validation checklist, F Museum Transport. Basel Community Planning Ther	SCP action plan and ine data under the
Effectively manage performance and align individual contribution with corporate objectives and better outcomes for all.		Target	
		Progress	Green
No.	otes:	presented two sessions or significant contribution of of corporate objectives to sta and 3. An SMT/CMT Busin organised in Q1 2024-25 of development of new Direct Service plans and how the	erformance Management 25, The performance officer in the framework and the employees in achieving the iff taking part in ILM Levels ness Planning Day was also which involved the torate Business Plans and by would contribute to the I corporate plan objectives

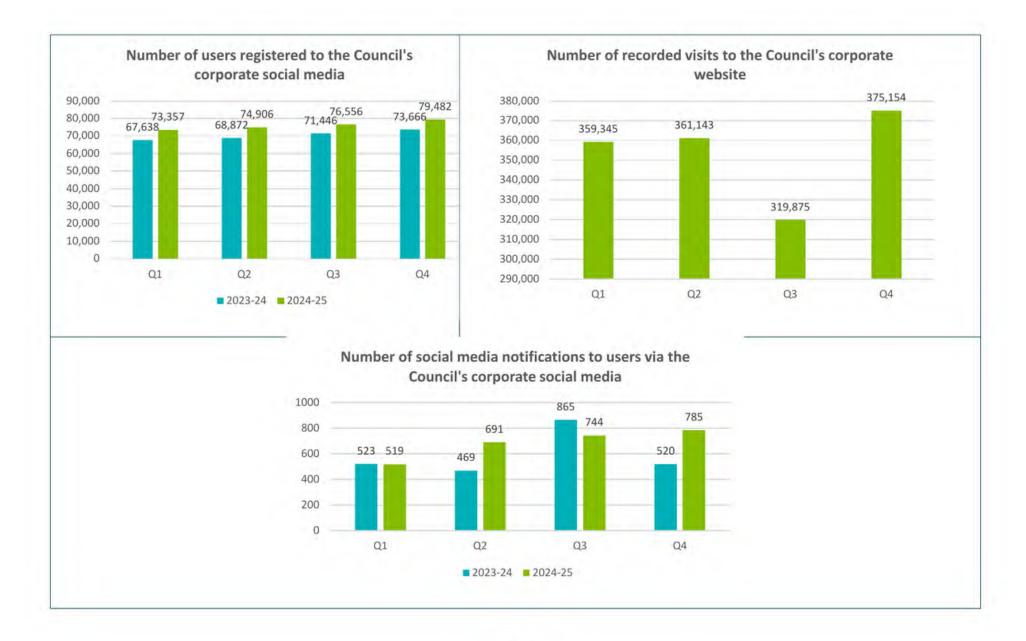
Establish accurate data collection arrangements to inform actions related to sustainability and climate change.	Target Progress	Green
Notes:	carbon emissions data for	with DAERA on the Public ons on developing accurate r council based on financial te Mitigation report is due in
Implementation of People Perform Grow (PPG)	Target	
	Progress	Green
Notes:	managers, employees an initiatives included: - PPG mandatory for all employe have completed this mod Workshops provided for lie effective, structured and s conversations, this now for training programme L&S Support Managers to provof PPG conversations in evaluation of PPG implemis fit for purpose with two	ng and support provided to d teams. 24/25 PPG is Learning module became sees, over 550 skillgate users ule PPG Leaders Coaching ne managers to have supportive PPG porms part of the corporate D collaboration with Business mote and support completion each directorate Formal rentation to ensure process key priorities identified ie (1) nplify PPG Tracker with up-

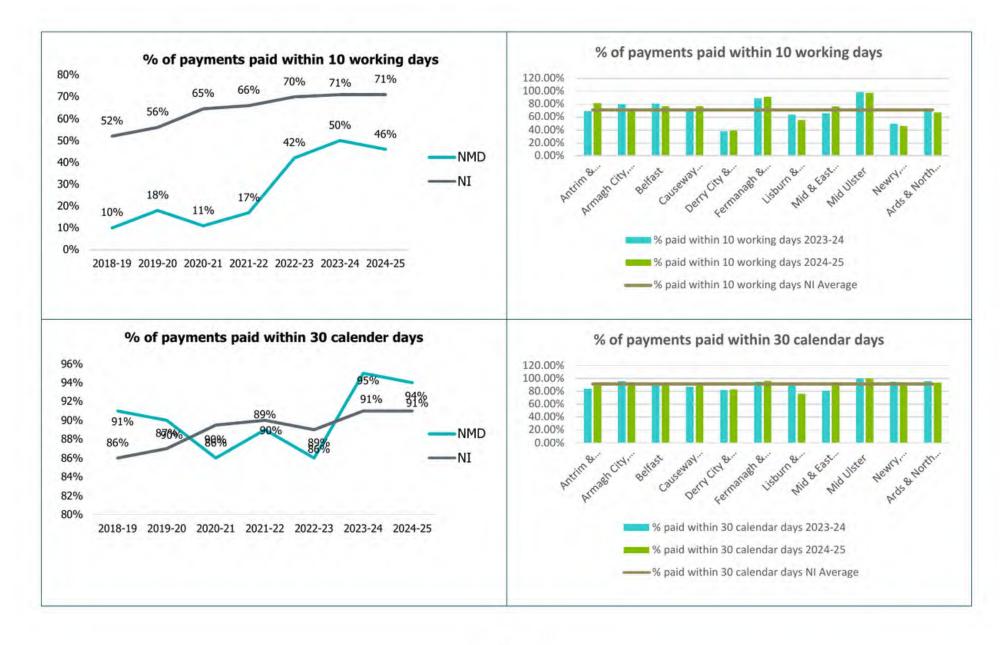
To embed a digital culture across the organisation.	Target Progress 1 Progress made in embedding a digital cultustaff engagement, training, and increased a digital tools to support modern ways of wor Wide Area Network (WAN), Perimeter Securements (WAN), Perimeter Securements (WAN), Solutions fully implements		Green The ding a digital culture through and increased adoption of dern ways of working. • New hy Perimeter Security and	
	Notes:	1 Expanded website and dig accessibility, information of enhanced service delivery corporate website • 292 s on the corporate website • Report Missed Bin Collect website • Facebook: +9.8 +4.3% increase posts • X/ +19% tweets • Delivered 4	gital channel use to improve larity, and self-service for • 1,415,517 visits to ignificant content updates Launched new online ion facility on corporate % followers, +8.8% likes, Twitter: +1.76% followers, In targeted digital	
		Progress	Green	
Utilise our website and digital channels to enhance service delivery.		Target		

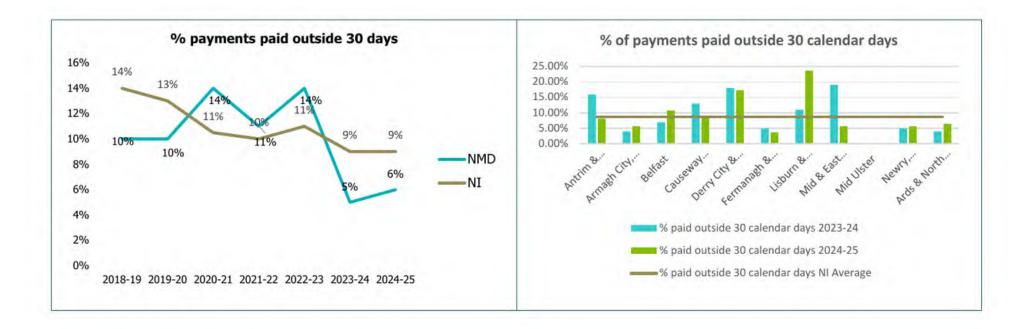
mplement our Equality Action Plan	Target	
	Progress	Green
		- 1
Notes:	Ongoing implementation or ordinating policy reviews a preparation of quarterly prinitiating Ulster Scots conscious Council's equality Scheme Scheme.	and equality screening, olicy screening report, sultation, five-year review
mplement our Disability Action Plan	Target	
	Progress	Green
		*1
Notes:	Ongoing implementation of co-ordinating AccessAble	
mplement our Irish Language Strategy	Target	1
	Progress	Green
	10160	*1
Notes:	Ongoing implementation on actions includin Bilingualism Policy, co-ordinating translation managing Irish Language Bursary Scheme offer.	

Measure of Success	Status Trend	Explanatory Note
Level of citizen satisfaction	③	 The 2022 Residents Survey revealed that: 88% are satisfied with the Council overall, an increase of 1% on the 87% figure recorded in 2018. 92% agree that the Council helps to make Newry, Mourne and Down a good place to live, an increase of 17% on the 75% recorded in 2018. 88% trust the Council, an increase of 15% on the 73% recorded in 2018. 74% believe the Council provides good value for money, which is above the GB average of 51% and is an increase of 13% on the 61% recorded in 2018.
Compliance with Duty of Improvement	\odot	The certificate of Compliance was received from the Local Government Auditor in relation to the Duty of Improvement 2024- 25. The Council is currently progressing the implementation of the 'proposals for improvement' which were put forward by the





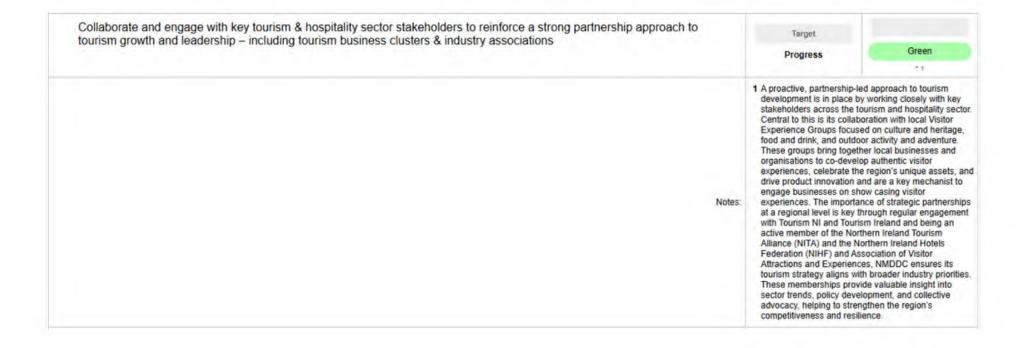




Corporate Objective

Represent the voice of the district with our partners

Key action	Status	Update			
Continue to work with key stakehold	ers and our statutory partners to improve the I	health and wellbeing across the district.	Target		
			Progress	Green	
				-1	
		Notes:	1 Health and wellbeing them November 2024. A Common Wellbeing Action Plan has priorities around Isolation a Activity, Place Based Approvelle and Participator continue to support Health our Statutory and CV partre the Integrated Care Syster of the Strategic Stakeholder	unity Planning Health and been developed, with and Loneliness, Physical bach to Health and by Budgeting. The Council and Wellbeing activity of ers, including supporting ans (AIPB) and the projects	
	ers and our statutory partners to identify appro	opriate actions in relation to the climate	Target		
change emergency.			Progress	Green	
				~1	
		Notes:	1 The Council's Sustainabilit Strategy and Action Plan is workshops completed duri stakeholders. The target di strategy and associated ac Council also continues to v stakeholders through vario Sustainable NI, SOLACE,	being finalised, with furthering the year for key ate for launch of the stion plan is Q3 25/26, work with other Councils and us forums including:	



Work with partners to implement the Community Plan and deliver better outcomes / improve the quality of life for all	Target		
	Progress	Green	
Notes:	Priority Activity Taken forward includes, PB action plan, update of the Sustainable Housing Action Plan and adoption of the Health and Wellbeing Action Plan The CPP continue to support Partner Led Projects such as the NMD Youth Voice, Community Support Partnership, LMPs and LEPs.		
Support elected members in their advocacy role around key local actions	Target		
	Progress	Green	
		*1	
Notes:	By ensuring councillors are informed, resourced, a procedurally supported, Democratic Services helps them champion local priorities, hold decision-make to account, and represent their communities effect within and beyond the council.		
Implementation of Elected Member Development programme	Target		
	Progress	Amber	
		*1	
Notes:	Personal Development Plans emailed to all Me only a few responses. Continuing to try to imple the Elected Member Development Programme		

Measure of Success	Status	Explanatory note
Compliance with the duty of Community Planning	0	During 2024-25, the Council continued to comply with the statutory duty of community planning. The Community Planning Partnership met three time during the past year.
Percentage of residents who are satisfied with their local area as a place to live		The 2022 Residents Survey revealed that 91% of residents are satisfied with their local area as a place to live, which is well above the GB average of 81% and is an increase of 1% on the figure recorded in the 2018 Residents Survey. 99% of residents in the Slieve Croob DEA are satisfied with their local area as a place to live, compared to just 59% in the Newry DEA. Older residents are also more likely to be satisfied with their local area as a place to live than younger residents. The top perceived problems identified by residents are dog mess and fouling and rubbish or litter lying around.
Number of training events provided to elected members	<u></u>	There were two training events run for elected members during 2024-25 and included: Social Media Training Code of Conduct & FOI EIR Training

Performance Improvement Objective 5

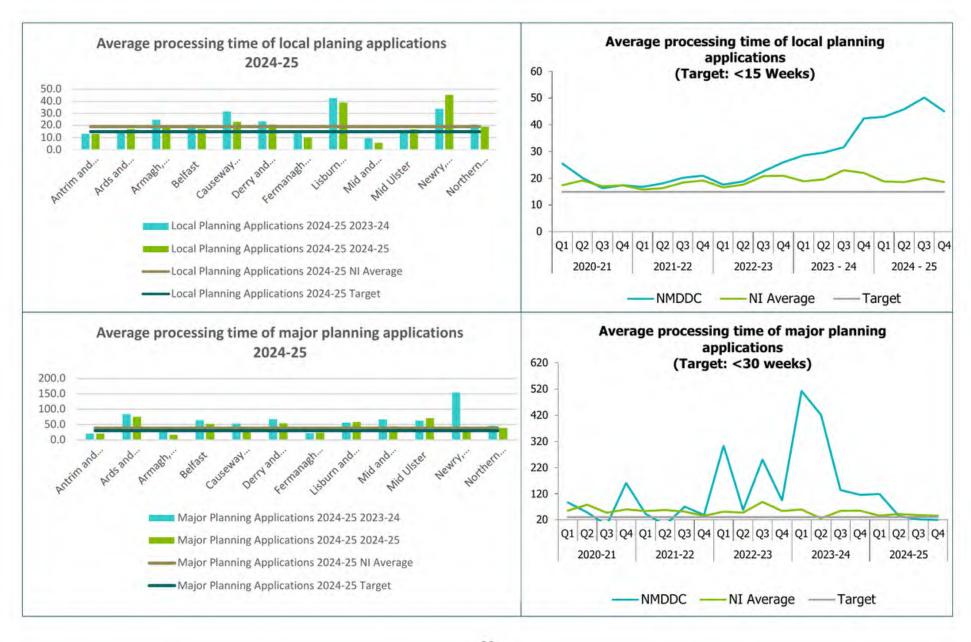
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme

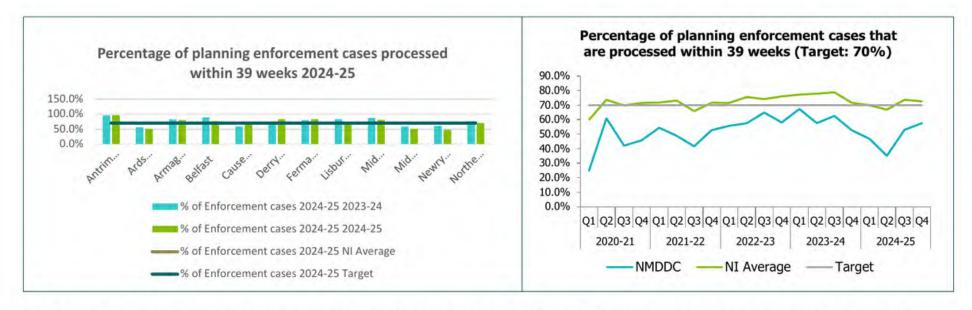
Key action U	Update				
Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months.	Target Progress	Red			
Notes:	for 12 months or more incre 25 rising from 352 by March enforcement cases in the sy during this same period, fall to 574 cases by March 2025 applications and enforceme	applications which have been in the system ased by 15.9% between 2023-24 and 2024-2024 to 408 by March 2025. The number of stem for 12 months or more decreased ing by 4.2% from 599 cases by March 2024 5. Whilst the number of live planning it cases in the system for over 12 months committed to continuing to reduce these			
Work with agents and architects to improve the standard of planning applications submitted.	Target				
	Progress	Green			
	7.50	*1			
Notes:	Work remains ongoing via one to one advice, workshops with agents and development of the validation check list which is now agreed in draft by Planning Committee, public consultation completed, and final draft to be presented to committee in August for implementation thereafter.				

pport employees to deliver service improvements through ongoing training, capacity building and 'planning regeries'	Target		
	Progress	Green	
		*1	
Notes:	During 2024-25 there was a number of new recruits to the planning team and a number of existing staff promoted. Principal officers and their senior team continue to provide training to staff as part of their induction and continuous development. This has been completed via team training sessions lead by Planning Managers, group training as part of plan assessments and one to one mentoring lead by Principal Planning Office development.		
Effectively implement the new electronic planning system	Target		
	Progress	Green	
	302772	1	
Notes:	1 The new portal has been live since the end of 2022 and work remained ongoing during 2024-25 to amend and tweak the system. The mastergo- portal module of the system is now operational.		

Measure of success	2021-22 Actual	2022-23 Actual	2023-24 Actual	2024-25 Actual	Status Trend	Explanatory Note
Average processing time for local planning applications (weeks)	18.8	21.6	33.7 (Target: <15 weeks)	45.2 (Target: <15 weeks)	⊗ ▽	During 2024-25, Newry, Mourne and Down received 1,141 local planning applications which is the third highest across Northern Ireland behind Belfast and Mid Ulster but represents a 10.6% decrease when compared to 2023-24. 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. Newry, Mourne and Down processed 4.4% of local planning applications within the statutory standard for 2023-24, a decrease of 5.5% compared to 2023-24. The Council is currently ranked 11/11 across Northern Ireland for processing local planning applications.
Average processing time of major planning applications (weeks)	44.3	89.0	154.8	29.6	©	During 2024-25, Newry, Mourne and Down 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

			(Target: <30 weeks)	(Target: <30 weeks)	Δ	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. 53.8% of major planning applications were processed within the statutory standard, an increase of 39.5% compared to 2023-24 with the Council ranked 5/11 across Northern Ireland.
Percentage of planning enforcement cases progressed within 39 weeks	48.5%	58.6%	60.0% (Target: 70%)	47.6% (Target: 70%)	⊗	Within Newry, Mourne and Down in 2024-25 there were 263 enforcement cases opened, representing an increase of 5.2% compared to the 250 cases opened in 2023-24. The percentage of enforcement cases progressed within the statutory timescale decreased by 12.4% from 60.0% in 2023-24 to 47.6% in 2024-25 however it remains below the statutory target of 70% and below the regional average of 70.7% with Newry, Mourne and Down ranked 11/11 across Northern Ireland.
Number of planning applications in the system for 12 months or more	187	228	352 (Target: 150)	408 (Target: 150)	⊗ ▽	Between 2023-24 and 2024-25, the number of planning applications in the system for 12 months or more increased by 15.9% from 352 in 2023-24 to 408 in 2024-25. Currently NMD has the highest number of planning applications in the system for 12 months or more across Northern Ireland.
Number of planning applications in the system for 12 months or less	871	934	1,154 (Target: 700)	1,118 (Target: 700)	⊗	Between 2023-24 and 2024-25, the number of planning applications in the system for 12 months or less decreased by 3.1%. Newry, Mourne and Down currently has the highest number of planning applications in the system for 12 months or less across Northern Ireland.
Number of enforcement cases in the system 12 months or more	472	500	599 (Target: 450)	574 (Target: 450)	⊗ △	Between 2023-24 and 2024-25, the number of enforcement cases in the system for 12 months or more decreased by 4.2%. Newry, Mourne and Down currently has the highest number of live enforcement cases in the system (775) across Northern Ireland, 55% of which have been in the system for two years or more.





In addition to the performance measures within the Corporate Plan, the Council continues to develop and agree suites of self imposed performance measures at all levels of the organisation, in line with the Business Planning and Performance Management Framework. This is evidenced through the:

- Agreed suites of performance measures within Directorate Business Plans.
- Agreed suites of performance indicators for Arts and Heritage, Building Control, Corporate Services, Community
 Development, Economic Development, Environmental Health, Environmental Services, Leisure and Planning, through the
 Association of Public Service Excellence (APSE).

As the Council's performance management arrangements continue to mature and embed, the self-imposed performance indicators will be used to manage performance at all levels of the organisation, thereby facilitating a performance improvement culture and delivering sustainable improvements for local communities.

Appendix 1: Progressing the 'proposals for improvement'

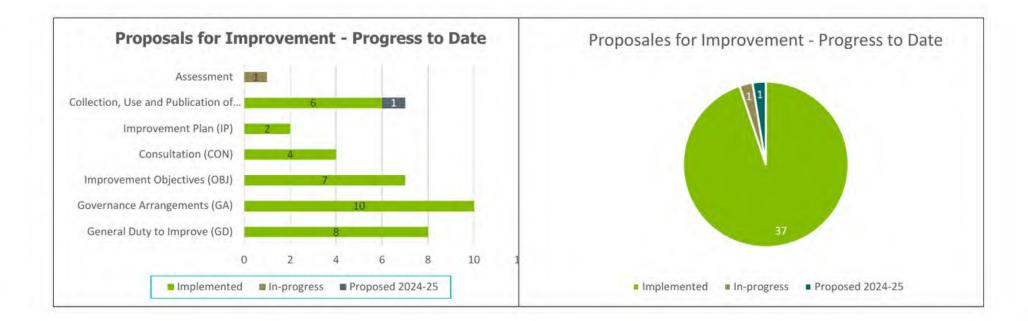
Newry, Mourne and Down District Council Performance Audit and Assessments: Proposals for Improvement - Progress Report

For the past seven years, the Local Government Auditor has put forward 'proposals for improvement' as part of the annual Performance Audit and Assessments which are carried out by the Northern Ireland Audit Office. The purpose of the 'proposals for improvement' is to support the Council in putting in place arrangements to secure continuous improvement in the exercise of functions. The 'proposals for improvement' are categorised under the seven themes outlined below. This report provides an overview of progress to date in implementing the 'proposals for improvement', using the following legend.

Themes:

- General duty to improve
- 2. Governance arrangements
- Improvement objectives
- 4. Consultation
- 5. Improvement Plan
- 6. Arrangements to improve
- 7. Collection, use and publication of performance information

Legend	
Proposal implemented / on track to be implemented	(3)
Proposal partially implemented / likely to be implemented	<u></u>
Proposal not implemented	8



Theme, Proposal and Progress to Date

THEME: Collection, use and publication of performance information

PROPOSAL FOR IMPROVEMENT: The Council should ensure that its improvement plan and self-assessment report are approved in line with the Council's governance framework before publication



Since 2015, the Council has requested through the Strategy, Policy and Resources Committee, authority to publish the Performance Improvement Plan before 30 June every year, ahead of full Council ratification. This issue has never been brought up by the Northern Ireland Audit Office in any previous self-assessments.

PROGRESS TO DATE

Due to timing issues the performance improvement plan was not ratified by full Council before being published however the performance officer has developed a new performance schedule which has been relayed to senior management to ensure that going forward all performance improvement plans will now be ratified by full Council at the start of June and published by the 30 June statutory deadline. The 2024-25 Self-Assessment was ratified by full Council at the start of September and

will be published by 30 September 2025 in line with the Council's governance framework and will be done this way going forward.

THEME: Collection, use and publication of performance information

PROPOSAL FOR IMPROVEMENT: Targets set out in the Improvement Plan should also be included within the Self-Assessment Report to enable the Self-Assessment report to be used as a standalone document



In the self-assessment, targets, where set, have always been provided for the measures within the corporate plan. There is also a legend provided at the start of the document that indicates that if a green face is under the status column, then the target has been achieved/on track to be achieved and similarly if a red face is under the status of the measure, it indicates that the target was not achieved or is unlikely to be achieved.

PROGRESS TO DATE

Targets, where set, have now been included since last year and sit below the actual figure recorded for the assessment year in question. This will also be carried forward for all future Assessment of Performance reports.

THEME: Assessment

PROPOSAL FOR IMPROVEMENT: Council should consider enhancing transparency of the self-assessment report by providing more detailed narrative to allow the reader to better understand how Council has determined the ratings of the trends in performance. Furthermore, where there are downward trends in performance or the Council has assessed targets are not likely to be achieved, appropriate explanations should be included as to how Council intends to address this



The Residents Survey provides robust and reliable datasets for the Council to understand and track resident perceptions of the Council and its services. It is directly aligned to and influences the content of the Corporate Plan and PIP. Best practice indicates that Residents Surveys should be carried out every 3-4 years, as resident perceptions are unlikely to change on an annual basis, and the baseline data is therefore considered 'live' for this period of time. A legend is also provided in all performance reports indicating whether a target has been achieved/partially achieved or not achieved at all and where there has been an upward or downward trend in the figures year on year.

PROGRESS TO DATE

A second Residents survey was carried out in September 2022 which allows a comparative and trend analysis with the previous Residents Survey and provides clear transparency in how we are performing as a Council. A status and narrative are provided against

every action and measure within the Assessment of Performance and where downward trends are experienced an explanation on how this has occurred is provided where possible.

You will see in this Assessment Report that where applicable, a more detailed narrative has been included to allow better understanding of the Council's performance and where targets have not been achieved an explanation of what perhaps contributed to that is also included as well as what Council are doing to bring about improvement.

THEME: General duty to improve

Status

PROPOSAL FOR IMPROVEMENT: An electronic performance management system would help to achieve long term continuous improvement as it would provide the basis for a more reliable system for identifying and monitoring improvements, as well as creating efficiencies in the process that could free up time to spend on value adding activities



Implementation of a new electronic performance system through 'OneAdvanced' has taken place. It came online in Q4 2023-24 and work has been carried out to ensure all the objectives, actions and measures across the whole suite of the Council's performance framework has been included from the Community Plan, Corporate Plan, Performance Improvement Plan, Directorate Business Plans down to Service Plans. Training has also been provided to all relevant staff and this training has been recorded for continuous reference. Reports have now begun to be completed on the system and sent to committee for approval.

The performance management system is available for relevant employees to access on the Council's managed favourites

PROGRESS TO DATE

The Council has continued to embed the Business Planning and Performance Management Framework, in order to facilitate the effective cascade of strategic objectives across the organisation. The Framework features within the Corporate Plan, Performance Improvement Plan and Directorate Business Plans, as well as the guidance for Service Plans and People Perform Grow, demonstrating how employees contribute to the achievement of community planning outcomes and strategic objectives. The Performance Improvement Policy continues to provide the content for mainstreaming the Business Planning and Performance Management Framework, and was updated in Q3 2022, in line with the 4-year policy review cycle.

The Business Planning and Performance Management Cycle has also been updated to demonstrate the integrated timeline of activity required to strengthen the alignment across the Framework and facilitate the development, implementation and review of the Community Plan, Corporate Plan, Performance Improvement Plan, Directorate Business Plans, Service Plans and People Perform Grow. The monitoring, reporting and review arrangements at each level of the Framework continue to be mainstreamed and a standard,

consistent approach has been developed for performance reporting, using the red/amber/green status. Performance reports are available to a range of stakeholders through the Council's website and Committee reporting arrangements.

Community Plan

The Community Planning team facilitated the continued implementation of the Community Plan in 2024/25 which included:

Launch of Housing Action Plan

Health and Wellbeing Thematic Summit and Action Plan

Participatory Budget Action Plan

Other partnership priorities

Corporate Plan

The Council's new Corporate Plan 2024-27 has been approved through the Council's committee structure. The implementation has commenced with the first assessment of the new objectives, actions and measures being completed through this self-assessment report 2024-25.

Performance Improvement Plan

The Council published the Performance Improvement Plan 2025-26 ahead of the statutory deadline but before full ratification of Council. All the performance improvement objectives were carried forward from 2024-25, with a number of new measures and supporting actions included following consultation with relevant officers and the public consultation. All were developed and updated in close liaison with officers, approved by the Senior Management Team and Strategy, Policy and Resources Committee, and subject to a public consultation process between March-May 2025.

Directorate Business Plans

Four Directorate Business Plans 2025-26 were developed and approved by the Senior Management Team and relevant Council Committees. Each Business Plan also includes objectives, key actions and measures for success which are aligned to the new corporate objectives. All Directorates are very proactive in engaging employees in reviewing and developing the Business Plan, organising workshops and business planning sessions.

Service Plans

During 2019-20, the Council agreed a corporate approach to developing and mainstreaming Service Plans, as a tool to enable departments to turn plans into action, monitor performance and strengthen the effective cascade of strategic objectives to departments, teams and employees. Service Plans were subsequently introduced in 2021-22 to provide an overview of the operational activity and key improvements that are planned for the year ahead, helping to ensure that teams and employees are working towards shared and agreed objectives. All departments developed a Service Plan during 2024-25, and some departments, particularly the Sustainability and Environment Department were very proactive in engaging employees in the development of the 2025-26 Service Plan.

Individual Performance

During 2019-20, the Council developed Individual Performance through the 'People Perform Grow' pilot, which seeks to align the contribution of employees to the corporate objectives and community planning outcomes, as demonstrated through the Business Planning and Performance Management Framework. However, in response to the COVID-19 pandemic, People Perform Grow was suspended and was subsequently launched during 2021-22 for tier four employees and above. During 2022-23, 'People, Perform, Grow was rolled out to employees at tier 5 with People Perform Grow templates linked to individual performance objectives with the relevant Service Plan, in order to strengthen the cascade of corporate objectives to all employees across the organisation. An e-learning module and brochure was developed to support the effective implementation of People Perform Grow, and performance management arrangements have been introduced, through the 'PPG Tracker', to monitor progress in employee participation in People Perform Grow. Progress is reported through the Corporate Performance Dashboard on a quarterly basis.

During 2024-25, The Learning & Development team continued to promote the implementation of the PPG process. This included, 12 PPG roadshows delivered, reaching over 300 employees and mandatory PPG training module completed by over 550 skillgate users. There has been an increase in the number of PPG conversations undertaken in 24/25, however, there is further work to promote and encourage line managers to complete PPG conversations in 25/26. This work will continue

The Corporate Performance Dashboard continues to provide an overview of the overall organisational health of Newry, Mourne and Down District Council, using a suite of statutory and self-imposed performance measures across a range of key functions. The Corporate Performance Dashboard will now be aligned to the objectives within the Corporate Plan 2024-27 and risks within the Corporate Risk Register. It provides a platform to monitor performance on a quarterly basis, identify areas of good performance, address areas of under-performance and secure continuous improvement in the delivery of key functions. The Corporate Performance Dashboard 2024-25 is made up of 18 performance measures, including the seven statutory performance indicators for economic development, waste management and planning. These performance measures may change on an annual basis and will continue to be aligned to specific organisational objectives, risks and areas for improvement.

THEME: Governance Arrangements

Status

PROPOSAL: The Council should consider using Internal Audit to review the performance improvement arrangements.



The Council views the annual audit carried out by NIAO around the current Performance Management arrangements to be more than sufficient. However, the Council does recognise the value of engaging the Internal Audit function to identify and deliver improvements, specifically those which do not necessarily fall within the scope of NIAO audit, such as around data validation and monitoring. To this end, in 2018, an Internal Audit of the APSE PI's was carried out and all recommendations were implemented. An Internal Audit of the Corporate Plan's Performance Indicators took place in Q4 2022-23 and the Council also agreed a 4-year Internal Audit plan in April 2023 with an audit of Performance included for two of those four years with an option to increase if necessary.

PROGRESS

The Performance section had a 'Performance Data and Validations' audit take place in Q4 2024-25, which looked at a number of measures within the Performance Improvement Plan 2024-25. The review looked specifically at the validation processes for certain measures including statutory indicators as well as internally collected data and measures. Whilst the audit identified some improvements which could be incorporated into the Council's systems for the performance data and validation process, the Council did receive a **satisfactory** level of assurance regarding the effective and efficient achievement of the Council's objectives.

In Q4 2022-23, the Council worked with ASM to agree the Terms of Reference for an audit of specific measures of success within the Corporate Plan 2021-23. The audit identified a number of improvements which could be incorporated within the Council's systems in relation to the performance measures in the 2021-23 Corporate Plan which have been implemented where possible within the new Corporate Plan 2024-27. Based on the information they reviewed however, they considered that the existing systems in place for recording and validating data for performance measures in the 2021-23 Corporate Plan were basically sound and provided a **satisfactory** level of assurance regarding the effective and efficient achievement of the Council's objectives. This process provides assurance that the necessary data collation processes are in place to ensure robust, reliable and accurate datasets are reported in the public domain, ahead of the publication of the new Corporate Plan 2024-27.

Performance management training took place for members of the Audit Committee in January 2021, exploring the role of Elected Members in building high performing organisations. Performance and improvement is a standing item on the agenda of the quarterly Audit Committee meetings and has featured as a regular agenda item at the monthly Strategy, Policy and Resources Committee meetings. In addition, all Standing Committees of Council consider performance information in relation to their specific functions on an ongoing basis, which is supplemented by the mid-year and annual reviews of their respective Directorate Business Plan. Elected Members have also been actively engaged in identifying key local issues and informing the development of the Corporate Plan 2024-27 and Performance Improvement Plan 2024-25.

THEME: Improvement Objectives

Status

PROGRESS

All of the 2024-25 performance improvement objectives have been carried forward to 2025-26. These performance improvement objectives are based on set criteria and are aligned to the outcomes within the Programme for Government and Community Plan for Newry, Mourne and Down, as well as the strategic objectives within the Corporate Plan 2024-27. The five performance improvement objectives were endorsed through the public consultation and engagement process which was carried out during Q4 2024-25 and Q1 2025-26. These objectives are considered to be specific, focused and measurable, and were approved by the Senior Management Team and Strategy Policy and Resources Committee in June 2025 and published before 30 June 2025, ahead of full Council ratification, in order to meet the statutory deadline.

- 1. We will support the health and wellbeing of local people by improving our leisure 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

The NI Audit Office has confirmed that the performance improvement objectives carried over are legitimate, clear, robust, deliverable and demonstrable, covering a range of Council services that relate to improving Council functions or improving services for communities.

As part of the process to redefine the current suite of performance improvement objectives, the Council reviewed the 'supporting actions' and 'measures of success' which underpin each objective, in order to ensure they remain meaningful and that their achievement can demonstrate improvement. Where possible and appropriate, baseline data for each 'measure of success' has been included in the Performance Improvement Plan 2025-26, to demonstrate performance trends over time and targets for improvement have also been agreed.

THEME: Consultation

PROGRESS

The Council continues to implement a robust and inclusive consultation and engagement process in relation to the development of the annual performance improvement objectives. Overall, the 2025-26 consultation and engagement process resulted in 33 completed surveys and engagement with 60 stakeholders through the Newry DEA Forum, Downpatrick DEA Forum, Slieve Croob DEA Forum and Rowallane DEA Forum as well as Section 75 groups, including Newry, Mourne and Down Youth Voice and the Cedar Foundation. This consultation and engagement process was launched through the Council's website, under its consultations page, publicised through public notices in local newspapers and through the Council's social media channels and supplemented by the 764 responses to the Residents Survey in 2022. The majority of consultees agreed with the proposed performance improvement objectives 2025-26.

THEME: Improvement Plan

PROGRESS

The Council published the Performance Improvement Plan 2025-26 ahead of the statutory timescale of 30 June 2025. The Council has also published the summary document 'Our Performance Looking Back Going Forward', to provide a user-friendly overview of retrospective performance during 2024-25 and the forward-looking performance objectives for 2025-26.

THEME: Arrangements to Improve

PROGRESS

The Council continues to progress, implement and embed its arrangements to achieve the objectives, key actions and measures of success within the Corporate Plan, Performance Improvement Plan, Directorate Business Plans, Service Plans and People Perform Grow. The arrangements to deliver the performance improvement objectives continue to evolve and are supported by Objective Delivery Plans which provide a detailed overview of how the objectives and associated actions are managed, monitored and reported, under the direction of the Senior Responsible Officer.

THEME: Collection, Use and Publication of Performance Information

Status

PROGRESS

The Business Planning and Performance Management Framework demonstrates the alignment that exists between the Community Plan, Corporate Plan, Directorate Business Plans, Service Plans and People Perform Grow. It has been supplemented by an agreed cycle of activity required to embed the Framework across the organisation. All elements of the Business Planning and Performance Management Framework are currently being progressed and embedded across the organisation.

In addition to the statutory performance indicators and standards, the Council has developed and agreed suites of self-imposed performance indicators which underpin the Corporate Plan, Performance Improvement Plan and Directorate Business Plans. These plans provide the strategic and operational context for the work of the organisation, and year on year progress against the indicators is

monitored and reported through the annual Assessment of Performance, as well as the annual and bi-annual assessments of the Performance Improvement Plan and Directorate Business Plans. The Council has also developed Performance Profiles for each Directorate to present baseline performance information in a meaningful and consistent way, to facilitate a performance led approach to business planning and embed a culture of improvement.

The Council continues to form part of APSE Performance Networks and has collated benchmarking data across a range of services since 2016-17. This information has been analysed and reported to the Senior Management Team and Corporate Management Team through the Performance Profiles as well as specific APSE Reports, ensuring a performance led approach to business planning, specifically in relation to Directorate Business Plans and Service Plans. An internal audit of APSE performance indicators was carried out by ASM in November 2018, in order to assess the reliability of the existing benchmarking arrangements and validate the accuracy and integrity of selected APSE performance indicators. The internal audit confirmed that the existing systems in place to validate performance indicators can provide satisfactory assurance regarding the effective and efficient achievement of the Council's objectives and all recommendations have now been implemented.

Through the Assessment of Performance, the Council continues to benchmark performance with other Councils, specifically in relation to economic development, planning, waste management and prompt payments. The Councils also compares year on year performance across a broad range of performance measures within the Corporate Plan and Performance Improvement Plan.

Appendix 2: The Golden Thread

NMD Community **Planning Outcomes**

All people in Newry, Mourne and Down get a good start in life and fulfil their potential

All people in Newry, Mourne and Down enjoy good health and wellbeing

All people in Newry, Mourne and Down benefit from prosperous communities

All people in Newry, Mourne and Down benefit from a clean, quality, sustainable environment

Protect and enhance

our environment to

secure a sustainable

future

All people in Newry, Mourne and Down live in respectful, safe and vibrant communities

NMDDC Corporate **Objectives** Deliver sustainable services

Represent the voice of the district with our partners

Improve the health and wellbeing of everyone in the district

Empowering communities to play an active part in civic life

Support the continued growth and development of our local economy

> Develop and revitalise our district

Support regenerative tourism culture, heritage and environment

opportunities which promote our

NMDDC Performance **Improvement Objectives**

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

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

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

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

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

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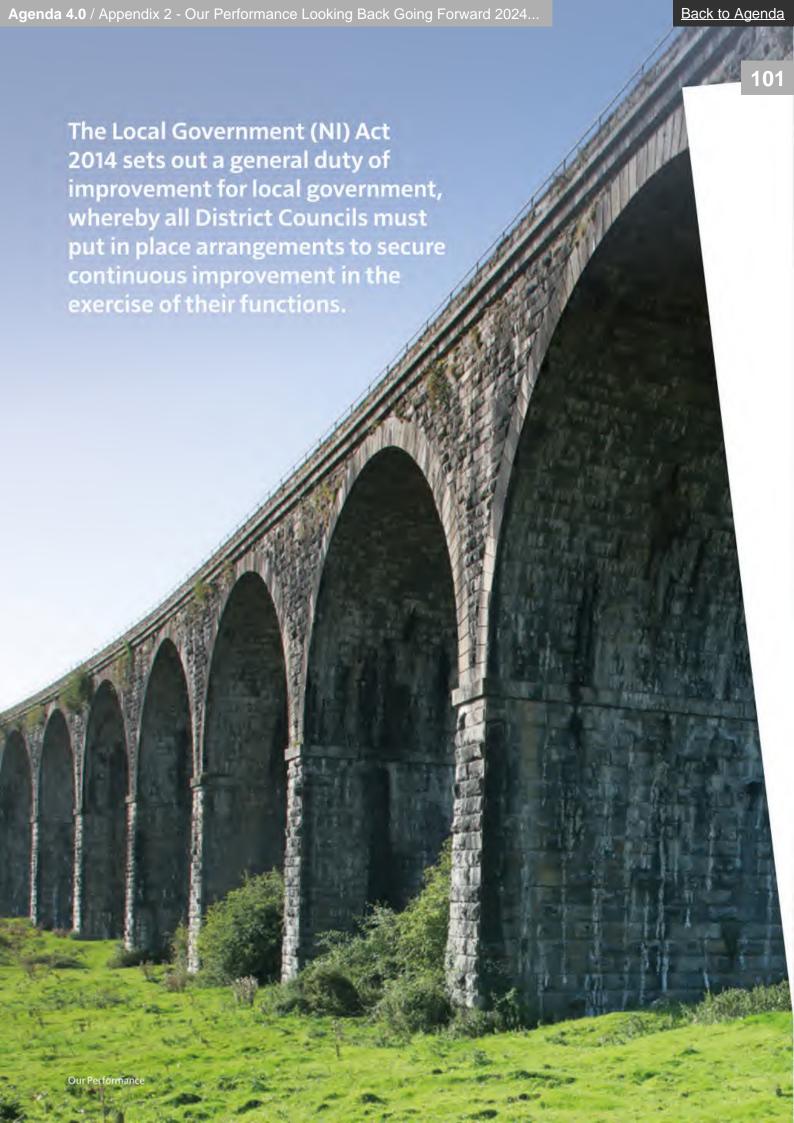
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Ár bhFeidhmíocht Ag Amharc Siar, Ag Dul Chun Cinn

Our Performance Looking Back, Going Forward







Looking Back

Assessment of Performance 2024-25

Every year, we are required to publish an Assessment of Performance to demonstrate whether planned improvements have been achieved. The Assessment of Performance sets out progress against the current 'measures of success' within the:

- Corporate Plan 2024-27
- Performance Improvement Plan 2024-25 (including the statutory performance indicators and standards)

Our performance has been tracked against set targets and trends over time, using the legend below.

Status		Trend	
☺	Target or objective achieved / on track to be achieved	Δ	Performance has improved since the previous year
<u>=</u>	Target or objective partially achieved / likely to be achieved / subject to delay	>	Performance is similar to the previous year
(3)	Target or objective not achieved / unlikely to be achieved	∇	Performance has declined since the previous year

Our District, Our Organisation, Our Performance



District

Population: 182,074

Households: 68,397

7 District Electoral Areas

41 Elected Members

1,000+ employees

88% of residents are satisfied with the Council



Community

Life expectancy:

Male: 78.9 years / Female: 82.6 years

Age Profile: 0-15 years: 22% / 65+ years: 17%

87% of residents agree that their local area is a place where people from different backgrounds get on well together

100% of residents feel safe during the day, 78% of residents feel safe after dark

55 Neighbourhood Watch Schemes

18,407 food parcels delivered to vulnerable households



Tourism

In 2023:

Numbers of overnight stays 482,585

Level of visitor spend - £79,139,615

Three Areas of Outstanding Natural Beauty

5 'green flag' parks and 3 'blue flag' beaches

EXCILIEVE





Health and Wellbeing

82% of residents feel they are in very good or good health

83% of residents are physically active at least once a week for 30 mins

73.5% of customers are satisfied with the Council's six leisure facilities

200k recorded visits at community trails

Over 525,000 recorded visits to Kilbroney and Slieve Gullion Forest Parks for the last 9 months of 2023-24



Economy

Employment rate: 65.5%

9,515 VAT Registered Businesses

23.1% of the population aged 16 years and over have no qualifications

206 new jobs promoted through business start activity

231 businesses supported delivered through economic development programmes



Environment

Recycling is important to 91% of residents

Top perceived problem for residents: Dog mess and fouling

Recycling rate: 49.0%

185 community clean ups supported since 2020

Second lowest level of waste to landfill across all NI Councils



Performance at a Glance

A snapshot of the past year

Performance Improvement Objective		Progress	Status Trend
0	We will support the health and	4% decrease in paid attendances at Council leisure centres	∇
	wellbeing of local people by	89% increase in the number of people participating in targeted health programmes	⊚∆
	improving our leisure facilities and services	67% decrease in the number of young people participating in targeted youth health and wellbeing initiatives.	⊗ ∇
		1.3% increase in the number of Council leisure centre memberships	⊕ Δ
		4 capital leisure projects progressed	⊕ Δ
		25% decrease in recorded visits of community trails	⊗∇
	We will grow	206 new jobs promoted through business start activity	⊕ Δ
	the economy by supporting local	12 new social enterprise businesses supported and 16 new social enterprise jobs created	⊚ ∆
	businesses and creating new jobs	175 new enterprises created as a result of support	⊗ ∆
		221 existing businesses supported to progress growth and scaling ambitions	⊚ ▼
		Several 'Make it Local' campaigns rolled out across the District'	0
	We will improve	31 fixed penalty notices issued and 26 paid	⊗ ∆
	the cleanliness of our District	100% of community clean ups supported	0
	by addressing	Decrease in the rate of recycling, to 49.0%*	\odot
	littering, fly tipping and dog fouling incidents	Second lowest levels of waste sent to landfill across all NI Councils	⊕ Δ
		15 'Live Here, Love Here' environmental projects supported	Δ
		Anti-littering and responsible dog ownership campaigns rolled out	©

06/07

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Performance Improvement Objective		Progress	Status Trend
A	We will improve our sustainability	1 vehicle within the Council fleet that has an alternative fuel source	<u></u>
W	and reduce our	O Council supported EV charging points installed	(2)
	impacts in relation to climate change	79% of Council fleet younger than 8 years.	Θ
	-1171 -1071 -17	Biodiversity Strategy 2024-30 approved and launched	(3)
		257 trees planted on Council managed estate	⊗ ▽
4	We will improve the processing	The Council received the third highest number of planning applications across the 11 Councils.	<u>©</u>
AN	times of planning applications and enforcement	The processing time for local planning applications increased from 33.7 weeks in 2023-24 to 45.2 weeks in 2024-25	⊗∇
	cases by implementing the Planning Service	The processing time for major planning applications increased from 154.8 weeks in 2023-24 to 29.6 weeks in 2024-25	© ∆
	Improvement Programme	The number of planning applications in the system for 12 months or more increased from 352 by year end 2023-24 to 408 by year end 2024-25	⊗∇
		The number of enforcement cases in the system for 12 months or more has increased from 599 in 2023-24 to 574 by year end 2024-25.	<u>Θ</u> Δ

^{*}The 2024-25 data in relation to the statutory performance indicators for waste management remains provisional, as the end of year validated data will be published by DAERA in Q3 2025-26.



08/09

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Every year, we are required to set performance improvement objectives for the services we provide, and to have in place arrangements to achieve these objectives. These objectives seek to address the issues which matter most to local people, and are:

Linked to the Community Plan, Corporate Plan and Directorate Business Plans	V
Based on existing performance information	V
Aligned to the seven strategic aspects of improvement	V
Based on stakeholder consultation and engagement	V



Objective 1

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

What you will see:

- 757,500 paid attendances at our six leisure centres by the end of 2025-26
- Increase in the number of people participating in targeted health programmes to 22,000.
- Increase the number of memberships being taken out to 10,100.
- · 2 play parks upgraded
- 2 new build and/or upgraded capital leisure projects progressed.
- Works to be commenced on Kilkeel Leisure Centre upgrade.
- Planning permission and contract tender agreed for Jennings Park upgrade
- Financial assistance allocated for sports clubs to the value of £225,000 for capital projects.
- Leisure-Safe Accreditation being worked towards for all indoor leisure facilities.
- 'Mystery Visitor' Programme implemented and baseline established



Objective 2

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

What you will see:

- 289 business plans created for Start-Up businesses and employer enterprises
- Over 700 participants engaged across all Go Succeed activity
- Support provided to 220 existing businesses to progress growth and scaling ambitions
- 173 new jobs promoted via business start-up activity.
- 12 social enterprise start-ups supported and 12 social enterprise jobs created
- Continued support for new and established local businesses
- Continued support for the growth of new employment opportunities
- Continued support to grow a labour market that is economically active and prosperous



Objective 3

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

What you will see:

- Increase in the number of fixed penalty notices issued and paid
- Responsible dog ownership and reduced levels of dog fouling, littering and illicit dumping
- Improved opportunities to report littering, dog fouling and illicit dumping
- Reduction in the disposal of paint from our Household Recycling Centre sites
- · Opportunities to engage in community clean ups
- Increased awareness of environmental messaging on issues including recycling, dog fouling and littering
- A cleaner, greener District, with improved civic and community pride
- Street cleanliness inspection systems identified for use within Council



Objective 4

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

What you will see:

- Publication of the Council's Climate Change and Sustainable Development strategy and Climate Change Adaptation Plan
- Implementation of the new Newry, Mourne and Down Biodiversity Strategy (2024-2030)
- Publication of Council's Tree Strategy
- 2,800 new trees planted across the District
- · Carbon baseline established for Council estate
- Renewable energy baseline established for Council estate
- Energy consumption baseline established for Council estate
- Increase in the percentage of younger, less polluting vehicles within the Council fleet
- · A reviewed Active Travel Master plan
- New electric vehicles operating within Council fleet
- Publication of the Climate Change Mitigation Report in accordance with The Climate Change (Reporting Bodies) Regulations (Northern Ireland) 2024



Objective 5

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

What you will see:

- A more efficient and effective planning service
- Improved processing times for local and major planning applications
- Improved processing times for planning enforcement cases
- Reduction in the number of live planning applications and enforcement cases in the system
- An empowered and motivated workforce
- Increased confidence in the Planning system
- Sustainable development and regeneration of the District
- Commencement of public representation on the Draft Plan Strategy

10/11

Have your say

We welcome your feedback and suggestions on how Council services can be improved in the future. Full copies of the following documents are available to download from our website www.newrymournedown.org as follows:

- Performance Improvement Plan 2025-26
- Assessment of Performance 2024-25

This document is available in alternative formats upon request.

For more information, contact:

Performance and Improvement Newry, Mourne and Down District Council O'Hagan House, Monaghan Row, Newry Co Down, BT35 8DJ

0330 137 4007 performance@nmandd.org

0330 137 4000 info@nmandd.org www.newrymournedown.org



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X x.com/nmdcouncil

Oifig an Iúir **Newry Office** O'Hagan House Monaghan Row Newry BT35 8DJ

Oifig Dhún Pádraig **Downpatrick Office Downshire Civic Centre** Downshire Estate, Ardglass Road Downpatrick BT30 6GQ



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:	25 th September 2025
Subject:	Revised Conflicts of Interest Policy & Procedure
Reporting Officer (Including Job Title):	Josephine Kelly, Director of Corporate Services
Contact Officer (Including Job Title):	Carol McClean, Assistant Director, Legal & People

For d	ecision For noting only x
1.0	Purpose and Background
1.1	The purpose of this Report is to advise members on the Conflicts of Interest Policy & Procedure (COIPP) as approved by Council in 2023. A paper was presented and approved at the SP&R Committee in June 2023. (copy attached)
2.0	Key issues
2.1	Senior Officer declarations of interest are published on the website, but their content is not, based on ICO guidance. This table on the link below presents the Senior Officers as of 30 June 2025 as per website. https://www.newrymournedown.org/officers-declarations-of-interest The COIPP includes an electronic process to gather employees Declarations of Interest (DOI) and Register of Interests (ROI) using Microsoft Forms software. Councillors return will continue to be collected via Democratic Services.
3.0	Recommendations
3.1	It is recommended that members note the Conflicts of Interest Policy & Procedure as approved by Council in 2023.
4.0	Resource implications

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.

4.1	None identified	
5.0	Due regard to equality of opportunity and regard to good relations (comple the relevant sections)	te
5.1	General proposal with no clearly defined impact upon, or connection to, speed equality and good relations outcomes	ecific
	It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations	\boxtimes
5.2	Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision	ce
	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	

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.

8.0	Background Documents	
	Appendix 1 - SP&R paper – June 2023 Appendix 2 – Draft Conflict of Interest and Policy Procedures	
7.0	Appendices	
	If no, please complete the following: The policy / strategy / plan / public service is not influenced by rural needs	
	If no places complete the following:	
	If yes, please complete the following: Rural Needs Impact Assessment completed	

Report to:	Strategy, Policy and Resources Committee
Date of Meeting:	15 June 2023
Subject:	Revised Conflicts of Interest Policy and Procedure
Reporting Officer (Including Job Title):	Edel Cosgrove Head of Compliance
Contact Officer (Including Job Title):	Alison Robb Assistant Director of Corporate Services (Administration)

For c	lecision	X For noting only	
1.0	Purpos	e and Background	
1.1		pose of the report is to seek Members approval on the Policy and Procedure (COIPP).	revised Conflicts of
1.2	The dra	t will replace the existing COIPP.	
2.0	Key iss	ues	
2.1	The foll	wing is a summary of the main amendments:-	
2.2	Interest	PP includes a new electronic process to gather employed (DOI) and Register of Interests (ROI) using Microsoft Fors return will continue to be collected via Democratic S	Forms software.
2.3	monitor returns	otion and an indicative list of "high-risk posts" are incluing and evaluation by accurately determining the annual Subject to Committee approval and Council ratification included to track any future amends.	al completion of DOI
2.4	An anni	al CEO update will be issued providing instruction to ste.	aff on how to
2.5		OI process is created to capture any direct or perceived all return DOI process.	d conflict outside of
2.6	New employee (which includes movers) induction checklist and IT Leavers procedure will be updated to reflect the requirements.		
2.7		onsibility has passed from the Head of Legal to the He er the electronic process.	ad of Compliance to
2.8	For eas	of reference, revisions are included in red text within	the COIPP

3.1 4.0 4.1	It is recommended that Members approve the COIPP.	
4.1	Resource implications	
	None identified.	
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)	7
5.1	General proposal with no clearly defined impact upon, or connection specific equality and good relations outcomes	to,
	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:	

Due regard to Rural Needs (please tick all that apply)	
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:	
Appendices	
Draft Conflicts of Interest Policy and Procedure	
Background Documents	
See current Conflicts of Interest Policy and Procedure	
	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 Appendices Draft Conflicts of Interest Policy and Procedure Background Documents

Conflict of Interest Policy and Procedures



Policy Control

Policy reference:	CS27
Title of Policy:	Conflicts of Interest
Version:	0.7
Directorate / Departmental ownership:	Corporate Services / Administration
Officer responsible:	Assistant Director Corporate Services (Administration)
Date of ratification:	
Review date:	(4 years as per equality scheme commitment)
Equality screening and Rural Needs Impact Assessment completed by:	Assistant Director Corporate Services (Administration)
Equality screening and Rural Needs Impact Assessment date:	27 February 2022
Location where document is held and referenced:	Responsible Department
	Corporate Policy repository

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Version Control

Version No	Amendments	Authorisation	Date	New Version No

Title of policy

Conflicts of Interest.

2. Statement

Council approves the policy to ensure staff and Elected Members are aware that it is not appropriate to use public position or resources to deal with private matters or to pursue private interests. All staff and members have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way which protects the public interest.

In the course of their work it is essential that staff avoid any suggestion of nepotism or favouritism in their dealings with colleagues, clients or other contacts. This applies to the whole range of work activities but the key areas are recruitment, promotion, training, procurement, grant funding, planning and staff appraisal. In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, staff and members should make choices on merit.

3. Aim

The aim of the Conflict of Interest Policy is to ensure the Council's compliance with and consistent application of best practice in relation to Conflicts of Interest. Newry, Mourne and Down District Council is committed to providing sufficient resources and appropriate training to ensure the Council achieves this objective.

4. Scope

This Policy applies to all staff and Elected Members of Newry, Mourne and Down District Council.

The Policy applies to all those who work for Newry, Mourne and Down District Council (including but not limited to employees, agency staff, elected members, other public representatives, contractors, agents, consultants, servants of the Council and all third party data processors). All parties referred to above are responsible for complying with the terms of the Conflict of Interest Policy and Procedures.

Consequences of non-compliance will be considered under Councils Disciplinary and Dismissal Policy and Procedure.

5. Related policies and legislation

Conflicts of Interest: A Good Practice – Published by NIAO
The Northern Ireland Local Government Code of Conduct for Councillors
The Northern Ireland Local Government Code of Conduct for Staff
Newry, Mourne and Down District Council's Gifts and Hospitality Policy
Access to Information Policy and Procedure
Records Management Policy and Procedure
IT Policy and Procedure
Disciplinary and Dismissal Policy and Procedure

Publication Scheme Induction checklist

Definitions

The Northern Ireland Audit Office¹ provides the following definition of a Conflict of Interest:-

At its most basic, a conflict of interest arises when an individual has two different interests that overlap. This Guide uses a broad definition² that is applicable across the public sector and is relevant to public officials and Board members alike:

"A conflict of interest involves a conflict between the public duty and the private interest of a public official in which the official's private-capacity interest could improperly influence the performance of his/her official duties and responsibilities."

A conflict of interest can also be perceived.

A perceived conflict of interest exists where it could be perceived, or appears, that private capacity interests could improperly influence the performance of a public official or Board member's official duties and responsibilities. It may pose no actual risk to the conduct of public business, but it requires proper management in order to minimise the risk of reputational damage both to the organisation and the individual(s) concerned.

A perception of a conflict of interest can be just as significant as an actual conflict of interest. The key issue is whether there is a risk that a fair-minded outside observer, acting reasonably, would conclude that there is a real possibility of bias.

Department and Officer responsible

Directorate / Department	Corporate Services / Administration
Officer(s) responsible for developing the policy	Assistant Director Corporate Services (Administration) Head of Compliance

¹ Page 6:- https://www.niauditoffice.gov.uk/files/niauditoffice/mediafiles/conflicts of interest good practice guide.pdf

² Managing Conflict of Interest in the Public Sector – A toolkit, Organisation for Economic Co-operation and Development, September 2005

8. Policy approval process

Meeting	Date	
CMT	1 June 2023 (via email)	
SMT	6 June 2023	
Strategy, Policy and Resources Committee		
Monthly Council Meeting		

9. Review Date

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

Procedures and arrangements for monitoring the implementation and impact of the policy

The Conflict of Interest Policy is supplemented by implementation procedures required for delivery of the policy and relevant monitoring arrangements to assess the impact.

11. Equality Screening

This policy and procedures have been assessed under Newry, Mourne and Down District Council's Equality Impact Assessment process and the decision of the Council is that the policy is not to be subject to an EQIA and no mitigating measures are required. A copy of the equality screening is available from the Head of Corporate Policy.

12. Rural Needs Impact Assessment

This policy and procedures have been assessed under Newry, Mourne and Down District Council's Rural Needs Impact Assessment process, and no rural specific indicators have been set. A copy of the Rural Needs Assessment is available from the Head of Corporate Policy.

Conflict of Interest Procedures

Introduction

For those employed in the public sector and Elected Members it is likely that from time-totime private matters will impinge on public duties. In such circumstances staff and Members should be aware that it is not appropriate to use public position or resources to deal with private matters or to pursue private interests. All staff have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way which protects the public interest.

In the course of their work it is essential that staff and Members avoid any suggestion of nepotism or favouritism in their dealings with colleagues, clients or other contacts. This applies to the whole range of work activities but the key areas are recruitment, promotion, training, procurement, grant funding, planning and staff appraisal. In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, staff should make choices on merit.

Conflicts or potential conflicts of interest can and do arise in our work.

Who are these procedures for?

These procedures are for Councillors and staff who will wish to ascertain whether they have an interest which should be declared under the Northern Ireland Local Government Code of Conduct for Councillors or the Employee Code of Conduct.

Under the Members' Code of Conduct Councillors are obliged to declare pecuniary interests and non-pecuniary interests (e.g. membership of outside bodies). However, these formal definitions do not cover every possible conflict which could be encountered by Councillors and this document provides additional guidance so that Members can meet their obligations.

Similarly, whilst the Local Government Employee Code of Conduct specifies numerous matters which must be reported to their Chief Officer, not every eventuality can be covered and there is a catch all category of "any other connection to the Council's work which may be relevant".

These Procedures provide extra explanation of what conflicts ought to be recorded by you in your work for the Council. The intention of these procedures is not to look in depth at any particular situations, but to provide an overview of conflicts of interest, and how to deal with them, and to signpost sources of further information.

The Northern Ireland Audit Office provides a useful in-depth Good Practice Guide on Conflicts of Interest which is available at www.niauditoffice.gov.uk

What is a conflict of interest and what issues does it raise?

A conflict of interest is any situation in which your personal interests, or interests that you owe to another body or person, may (or may appear to) influence or affect your decision making.

A conflict of interest can also be perceived.

A perceived conflict of interest exists where it could be perceived, or appears, that private interests could improperly influence the performance of your official duties and responsibilities. It may pose no actual risk to the conduct of public business, but it requires proper management in order to minimise the risk of reputational damage both to the Council and the individual(s) concerned.

A perception of a conflict of interest can be just as significant as an actual conflict of interest. The key issue is whether there is a risk that a fair-minded outside observer, acting reasonably, would conclude that there is a real possibility of bias.

It is inevitable that conflicts of interest occur. It is therefore important to manage any situation where there is potential for criticism that your position or your decision has been influenced by conflicting loyalties. Even the appearance of a conflict of interest can damage your reputation and the Council's reputation, so conflicts need to be managed carefully.

It is the potential, rather than the actual benefit from which the conflict of interest arises and which requires attention. In order to ensure selflessness and transparency, a declaration is required where there is a possibility of people outside the Council assuming that you (or a friend or relative) may have some benefit from the Council's business or decision making. This will avoid accusations of impropriety, which could in turn have a damaging effect on the Council's reputation.

Some advantages of working for the Council are enjoyed by more than one person. Where this arises then it is not usually the case that a declaration has to be made. An example of this would be the allowances and expenses which Councillors are entitled to claim. These decisions are always made in the open at public meetings and although it is correct that Councillors will receive a personal benefit there is no real risk to accountability or transparent decision making if an interest is not declared in that situation. This is because the subject matter of the decision makes it clear that Councillors will benefit. Similarly pay rises for staff will be recommended by staff and decisions made by Councillors – there is clear transparency and no declarations are required.

You should be more careful where decisions arise and it is not clear that a connection exists. For example, a planning application is made by someone you know. If you are a Planning Officer then you should declare to your manager that this is the case. Then the manager can make an informed decision if you should continue to work on the case. If you are a Councillor on the Planning Committee and the application is referred to the Committee then the public will know that the relationship exists only if you declare it. In these cases, a timely declaration of an interest will assure members of the public that there is nothing untoward to be worried about and that you are acting beyond reproach.

Similarly if you take advantage of benefits that are available to all, or that are of inconsequential or little measurable value, they will not normally need to be declared. E.g. you hire a tennis court. This would not need to be declared, as the facilities are available to all members of the local community, which includes Councillors and staff alike.

Issues may also arise where you have a conflict of interest or loyalties on a particular issue, but there is no potential for profit or advantage by any person. This may still be useful to declare so that it is clear that a decision has been made correctly. For instance you are a member of an outside body and the affairs of that body are raised at a meeting. It is helpful

for all concerned to know about the link to that other body even if nothing in the debate or the decision particularly turns on the declaration.

How do I identify a conflict of interest?

Conflicts of interest may come in a number of different forms:

- direct financial gain or benefit
- the award of a contract to another organisation in which you (or a friend or relative)
 has an interest and from which you (or they) will receive a financial benefit
- indirect financial gain, such as employment by the Council of your spouse or partner
- non-financial gain, such as when the Council's decisions or policies affect another organisation of which you are a member.

The Council expects you to be able to identify possible conflicts of interest when they arise and to ensure, that you take advice and to make the appropriate declarations. If you are a member of staff then you can speak to your line manager, Human Resources or the Head of Compliance. If you are a Councillor you can speak to the Democratic Services Manager, the Chief Executive or the Head of Compliance. To support you Council has identified a list of high risk posts which are included from page 23 onwards. High Risk posts are those where an employee could or be perceived to use their bias to favour or detrimentally impact an outcome. Any other member of staff who on review of this policy believes they have a conflict of interest is required to consult with the Head of Compliance (see advice on p11).

The main areas are likely to be:

- (a) Private occupations
- (b) Payment for private work
- (c) Shareholdings
- (d) Relationships with suppliers and consultants
- (e) Acceptance of gifts and benefits

Private occupations

Staff must not engage in any activity which might conflict with the interests of the Council or be inconsistent with their position as members of the Council.

No restriction is placed on paid part-time employment or other paid activities outside official hours provided official work does not suffer and there is no risk of it bringing discredit upon the Council. However, staff proposing to undertake outside employment or activity should consult Human Resources if:

it is employment or activity in a service also provided by the Council e.g.
 Environmental Health Officer, Fitness Instructor, Building Control Surveyor etc;

- it involves the use of official information or experience acquired in the course of
 official duties (but excluding information already in the public domain). Examples of
 such information range from general themes developed as a result of our work, to
 specific information obtained from members of the public. In the latter case it is
 most unlikely that approval would be given;
- it is employment or activity for anybody to which the Council may award business or contracts;
- the working hours of the proposed employment, when aggregated with the working hours of Council employment are likely to exceed 48 hours a week in line with EU Working Time Directive.
- any such employment will, in the view of the Council, conflict with or react detrimentally to the Council's interests, or in any way weaken public confidence in the conduct of the Council's business.

Payment for private work

Staff should consult the Head of Compliance if they are offered payment for work which relates to their official duties or is carried out in official time, or if they receive extra money from public funds for work outside the scope of their official duties, other than fees for acting as presiding officer or poll clerk at a parliamentary or local election.

Any fee or payment for private work must be surrendered to the Council if the preparation or execution of the work is undertaken in official time, as should fees for speeches or lectures given in an official capacity. Any travel, accommodation or meals provided in connection with such events must be normal and reasonable in the circumstances, please refer to the Council's Gifts and Hospitality Policy for further guidance. The Council *may* allow staff to keep all or part of the payment if the work or preparation is undertaken in private time, or the official time is wholly or partly made up and the Council on review of the individual facts of the matter is content that acceptance of payment by the member of staff would not be improper. In the latter instance, staff must obtain prior approval from the Chief Executive so that arrangements can be made with the appropriate Line Manager.

Staff may be permitted to write or contribute to books or articles provided these are not related to the work of the Council and their content could not call into question the integrity, objectivity or impartiality of the Council. Such activities should be conducted entirely in the individual's own time and staff should make no reference to their employment by the Council. Any fee or payment for such work can be retained by the individual, but must be notified to the Council.

Shareholdings

Staff may hold private investments. They should not, however, hold or deal in shares when they are in a position to gain information through their work which might affect the value of such shares. If a shareholding might raise a question of possible conflict with the interests or independence of the Council staff or Member then they should not obtain shares or, if already holding them, should declare the holding immediately. Examples where conflict might arise are when an individual:

- knows of a large government contract to be placed with a public company;
- has privileged information about a future privatisation; and
- knows of planned actions which might affect a company's prospects;

The Chief Executive will decide whether the individual's financial interest in a company might exert undue influence on his/her judgement, and, in conjunction with the Head of Compliance and the Officer's Line Manager, will determine the appropriate course of action. Staff should also ensure that privileged information obtained in the course of their work is under no circumstances imparted to colleagues, friends or relatives.

Under the Criminal Justice Act 1993 it is an offence if an individual 'who has information as an insider...deals in securities that are price-affected securities in relation to the information'. An individual is also guilty of the offence of insider dealing if they encourage 'another person to deal in securities that are (whether or not that other knows it) price-affected securities in relation to the information....or he (the individual) discloses the information, otherwise in the proper performances of the functions of his employment, office or profession, to another person'.

Relationships with suppliers and consultants

Contracts must be awarded on merit in fair competition against other potential suppliers, and no favouritism should be shown to businesses run by friends, partners or relatives. Staff responsible for engaging or supervising contractors who have any personal or domestic relationship with potential suppliers should declare it to their Director/Assistant Director. Staff should also declare any investment interests they hold with suppliers or consultants with whom they might deal. Where conflict might arise the individual should dispose of their investment or ensure that they play no part in awarding the contract or selecting consultants.

When involved in employing consultants, staff must ensure that appointments are made on merit in fair competition, i.e. the assignment should be awarded to the individual or company which best meets pre-determined criteria concerning the quantity, quality and cost of the service to be provided. The Council policy on Procurement is located in the internal R drive or can be obtained from Council's Head of Procurement.

How can conflicts of interest be managed effectively?

You need to be alert to possible conflicts of interest which you might have and how you can minimise their effects. A key aspect of minimising the effects of conflicts of interest is to be open and transparent about such situations when they arise.

All staff and 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.

Daily and Annual guidance for employees

DAILY

At page **21** readers will find a checklist to support recognising a Conflict of Interest. Page **22** includes a table taken from the Northern Ireland Audit Office's Good Practice Guide on Conflicts of Interest which sets out different management strategies for dealing with conflicts and when they might be used.

Where an interest is declared by staff members they can discuss actions to be taken as a consequence with their line manager and a decision will be made on how to manage any conflict or perceived conflict.

A record should be made of these arrangements in case of any future queries. The Council therefore requires that you declare any actual or potential conflicts of interest of which you are aware, as soon as they arise by completing the following Register of Interests form [insert link]

The Council will collate your entry into a Register of Interests – one for staff and one for Councillors. In recording interests openly, any actual or potential conflicts of interest can be identified more easily.

ANNUALLY

Members of staff in High Risk posts will be expected to complete a mandatory Declaration of Interest each year. The Chief Executive will issue this requirement and instructions during quarter one of each financial year.

Examples of high risk posts are included from page 23.

Any other member of staff who on review of this policy believes they have a conflict of interest is required to consult with the Head of Compliance. If it is determined a conflict of interest exists, the Head of Compliance will email the employee the link to complete the electronic Declaration of Interest form, add the post to the list at page 23 onwards and update the version control table on page 2.

All line managers and HR should be mindful of this policy when recruiting new staff, including "movers" and ensure completion of the 'Compliance Induction' within the Induction checklist for new starts. For staff exiting Council or moving roles, staff should complete the IT Leavers procedure.

The Council publishes Declaration of Interests on its website for Councillors, the Senior and Corporate Management Teams, also known as 'Senior Officers'. Council does not publish Declaration of Interests for remaining staff. This is in compliance with Councils publication scheme and the Information Commissioners Office guidance.

When an employee submits a Declaration of Interest form, the information thereon will be treated with discretion and only be used to manage a conflict or perceived conflict of interest. Information held will be processed in accordance with the privacy notice contained within the form.

It is good practice at the beginning of a meeting to declare any interest which you have in an item to be discussed, and certainly before any discussion of the item itself. Sometimes this is not possible because an issue arises in the meeting unexpectedly so that the interest can only be declared later. In such a case, the Council expects the interest to be raised as early as possible.

Guidance for Councillors

Councillors are required to declare their interests on an annual basis and will be contacted by the Democratic Services Manager to facilitate this.

Where an interest is declared by a Councillor at the outset of a Council or Committee Meeting then that interest will be noted by the democratic services representative attending the meeting. The Local Government Code of Conduct for Councillors requires the Councillor to absent himself or herself when a "Disclosable Pecuniary Interest" arises. The term, 'pecuniary interest' is defined in the 1972 Act. Pecuniary interests are your business interests (for example, your employment, trade, profession, contracts, or any company with which you are associated) and wider financial interests you may have (for example, investments, and assets such as land and property). Pecuniary interests may be both direct and indirect. Where any other conflict of interest arises i.e. non-pecuniary interests, it is for the Councillor to declare that interest if it is 'significant' and the Local Government Code of Conduct for Councillors, at sections 4.3 and 6.1 provides guidance for Councillors to determine if the interest is significant and how it should be managed.

What happens if there is a breach of the Policy?

There are formal sanctions available to the Council for those who are in breach. Any action taken will depend on the circumstances of each individual case. Staff can be subject to the disciplinary procedure, and Councillors can be referred to the NI Commissioner for complaints.

Policy Review Date

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

Staff wishing to receive clarification on this policy and/or suggest improvements should contact the Head of Compliance.

Training

All staff and Councillor's will be provided with mandatory Conflicts of Interest training which will be required to be undertaken every three years, subject to legislative amendments. Refresher guidance will be provided annually.

Conflicts of Interest training will form part of the Council's induction for new employees and "movers". A copy of this policy and procedure will be provided to all employees and Councillors.

Templates

The following Register of Interests and Declaration of Interests forms for employees are for illustration purposes. Forms should be completed electronically, see page 10.



Register of Interests

" Required

PRIVACY NOTICE

The type of personal information we collect

Council collects the information contained in the below form.

How we get your personal information

The personal information we process is provided to us directly by you for the purpose of completing your Register of Interests.

Why we collect it

The NI Audit Office advises "a 'Register of Interests'.... enhances transparency within the organisation and is a useful tool to help individuals and managers identify conflicts at an early stage and take the necessary steps to manage them." (NIAO, 2015, p20).

We use the information that you have given us in order to demonstrate compliance with audit obligations to compile a Register of Interests. We may share this information with requesters who have a lawful bases to process your personal data.

Under the UK General Data Protection Regulation (GDPR), the lawful bases we rely on for processing this information are 'legitimate interests'.

How we store your personal information

Your information is securely stored permanently on Council servers.

Your data protection rights

Under data protection law, you have rights including:

Your right of access - You have the right to ask us for copies of your personal information. Your right to rectification - You have the right to ask us to rectify personal information you think is inaccurate. You also have the right to ask us to complete information you think is incomplete. Your right to erasure - You have the right to ask us to erase your personal information in certain circumstances.

Your right to restriction of processing - You have the right to ask us to restrict the processing of your personal information in certain circumstances.

Your right to object to processing - You have the the right to object to the processing of your personal information in certain circumstances.

Your right to data portability - You have the right to ask that we transfer the personal information you gave us to another organisation, or to you, in certain circumstances.

You are not required to pay any charge for exercising your rights. If you make a request, we have one month to respond to you.

Charles and the control of the contr	equest.
How to complain If you have any concerns about our use of your personal info to the Compliance Team.	ormation, you can make a complaint
You can also complain to the ICO via:- https://ico.org.uk/mak	re-a-complaint/ *
I have read and understood the Privacy Notice	
2. Date *	
Please input date (dd/MM/yyyy)	
3. Employee full name	
Enter your answer	
4. Job Title * Enter your answer	
Enter your answer	
5. Directorate *	
5. Directorate * Corporate Services	
5. Directorate * Corporate Services Active and Healthy Communities	
5. Directorate * Corporate Services Active and Healthy Communities Sustainability and the Environment	
5. Directorate * Corporate Services Active and Healthy Communities Sustainability and the Environment Enterprise, Regeneration and Tourism	

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I confirm that the above declaration is complete and correct to the best of my knowledge and belief. The interests I have declared include both direct and indirect interests (i.e. those of a partner, spouse or close relative) and any specific financial interests are shown.	
○ Yes	
Submit	
his content is created by the owner of the form. The data you submit will be sent to the form owner. Microsoft is not responsible for the rivacy or security practices of its customers, including those of this form owner. Never give out your password.	
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Declaration of Interests

* Required

1 PRIVACY NOTICE

The type of personal information we collect

Council collects the information contained in the below form.

How we get your personal information

The personal information we process is provided to us directly by you for the purpose of completing your annual Declaration of Interests.

Why we collect it

The NI Audit Office advises "all public officials and Board members to complete a Declaration of Interests form annually* (NIAO, 2015, P6).

We use the information that you have given us in order to demonstrate compliance with audit obligations. We may share this information with requesters who have a lawful bases to process your personal data.

Under the UK General Data Protection Regulation (GDPR), the lawful bases we rely on for processing this information are 'legitimate interests'.

How we store your personal information

Your Information is securely stored permanently on Council servers.

The Council publishes Declaration of Interests on it's website for Councillors. The Senior and Corporate Management Teams aka 'Senior Officers', Council does not publish Declaration of Interests for remaining staff. This is in compliance with Councils publication scheme and the Information Commissioners Office guidance.

In relation to Senior Officers' Declarations of Interest the ICO expects Council to publish information which should include the names, departments, sections and job titles of all officers who have made entries. In relation to the Chief Executive, information recorded in the professional element (question number 13) should also be disclosed subject to consideration of the UK GDPR.

Your data protection rights

Under data protection law, you have rights including:

Your right of access - You have the right to ask us for copies of your personal information. Your right to rectification - You have the right to ask us to rectify personal information you think is inaccurate. You also have the right to ask us to complete information you think is incomplete. Your right to erasure - You have the right to ask us to erase your personal information in certain circumstances.

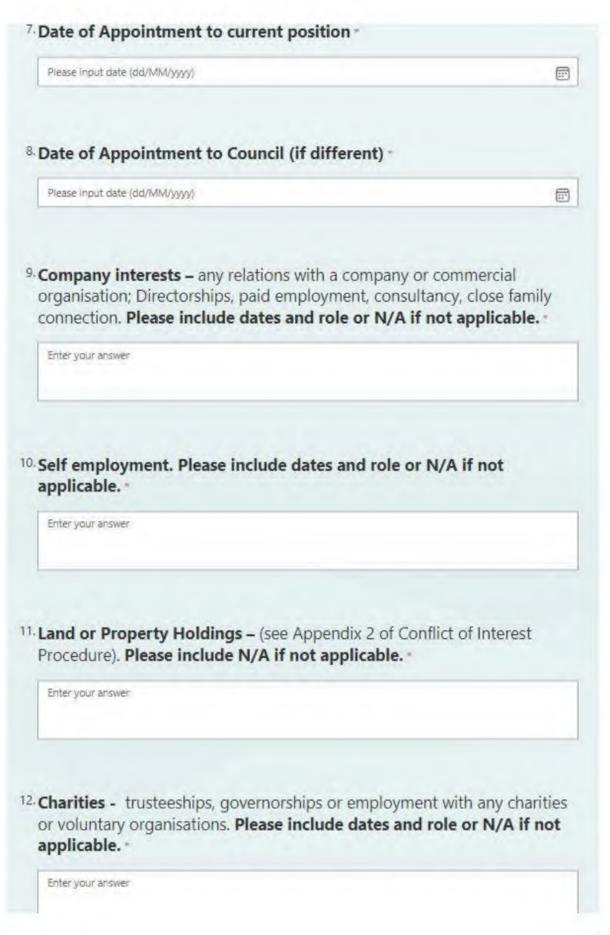
Your right to restriction of processing - You have the right to ask us to restrict the processing of your personal information in certain circumstances.

Your right to object to processing - You have the right to object to the processing of your personal information in certain circumstances.

Your right to data portability - You have the right to ask that we transfer the personal information you gave us to another organisation, or to you, in certain organisances.

You are not required to pay any charge for exercising your rights. If you make a request, we have one month to respond to you.

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laint/ *
ET.



Memberships – including membership of profession trade or other associations Please include N/A if no Enteryour answer Close Family Links – Specific close family interest in Please include N/A if not applicable. * Enteryour answer Other Interests – any other interests held by you or family. Please include N/A if not applicable. * Enteryour answer	t applicable. *
Close Family Links – Specific close family interest in Please include N/A if not applicable. * Enteryour answer Other Interests – any other interests held by you or family. Please include N/A if not applicable. *	any of the above.
Please include N/A if not applicable. * Enteryour answer Other Interests – any other interests held by you or family. Please include N/A if not applicable. *	any of the above.
Other Interests – any other interests held by you or family. Please include N/A if not applicable.	
family. Please include N/A if not applicable. *	
Enter your answer	your close
I confirm that the above declaration is complete a best of my knowledge and belief. The interests I h both direct and indirect interests (i.e. those of a p close relative) and any specific financial interests	ave declared include artner, spouse or
○ Yes	

Recognising a Conflict of Interest³

Checklist for Employees

Do you think you have an actual, perceived or potential conflict of Interest?

The following questions may help when assessing an issue or considering the situation in which you are involved.

Would I, or anyone associated with me, benefit from, or be detrimentally affected by my proposed decisions or action?
Could there be benefits for me in the future that could cast doubt on my objectivity?
Do I have a current or previous personal, professional or financial relationship or association of any significance with an interested party?
Would my reputation or that of a relative, friend or associate stand to be enhanced or damaged because of the proposed decision or action?
Do I or a relative, friend or associate stand to gain or lose financially in some covert or unexpected way?
Do I hold any personal or professional views or biases that my lead others to reasonably conclude that I am not an appropriate person to deal with the matter?
Have I contributed in a private capacity in any way to the matter my organisation is dealing with?
Have I made any promises or commitments in relation to the matter?
Have I received a substantial gift, benefit or hospitality from someone who stands to gain or lose from my proposed decision or action?
Am I a member of an association, club or professional organisation or do I have particular ties and affiliations with organisations or individuals who stand to gain or lose by my proposed decision or action?
Could this situation have an influence on any future employment opportunities outside my current official duties?
Could there be any other benefits or factors that could cast doubt on my objectivity?

If you have ticked yes to any of the above questions you should complete and return a Declaration of Interest Form or, alternatively, seek further advice from the Head of Compliance

³ Page 8:- https://www.niauditoffice.gov.uk/files/niauditoffice/mediafiles/conflicts of interest good practice guide.pdf

Options for managing Conflicts of Interest⁴

Management Strategy	When most suitable	When least suitable
Register Where details of the	For very low-risk and potential conflict of interest.	The conflict of interest is more significant or higher risk.
existence of a possible or potential conflict of interest are formally registered.	Where the act of transparency through recording the conflict of interest is sufficient.	The potential or perceived effects of a conflict of interest on the proper performance of the Council Staff/Elected member's duties require more proactive management.
Restrict Where restrictions are placed on the Council Staff/Elected Member's involvement in the matter.	The Council Staff/Elected member can be effectively separated from parts of the activity or process. The conflict of interest is not likely to arise frequently.	The conflict is likely to arise more frequently. The Council staff/Elected member is constantly unable to perform a number of their regular duties because of conflict of interest issues.
Recruit Where a disinterested third party is used to oversee part or all of the process that deals with the matter.	It is not feasible or desirable for the Council Staff/Elected member to remove themselves from the decision-making process. In small isolated communities where the particular expertise of the Council Staff/Elected member is necessary and genuinely not easily replaced.	The conflict is serious and ongoing, rendering ad hoc recruitment of others unworkable. Recruitment of a third party is not appropriate for the proper handling of the matter. A suitable third party is unable to be sourced.
Remove Where a member of Council Staff/Elected member chooses to be removed from the matter.	For on-going serious conflicts of interest where ad hoc restriction or recruitment of others is not appropriate.	The conflict of interest and its perceived or potential effects are of low risk or low significance. The Council staff/elected member is prepared to relinquish the relevant private interest rather than radically change their work responsibilities or environment.

⁴ Page 23:- https://www.niauditoffice.gov.uk/files/niauditoffice/media-files/conflicts of interest good practice guide.pdf

LIST OF HIGH-RISK POSTS PER DIRECTORATE

ACTI	VE AND HEALTHY COMMUN	ITIES	
	Director		
Community Engagement	Leisure and Sport	Environmental Health and Well Being	
Assistant Director	Assistant Director	Assistant Director	
Administrative Assistant (Programmes Unit)	Head of Indoor Leisure	Head of Environmental Health Commercial	
Head of Community Services, Facilities and Events	Head of Outdoor Leisure	Head of Environmental Health Residential Head of Sustainability	
Head of Engagement	Sports Development Manager		
Safer Communities Manager	Sports Development Officer (2)	Senior Environmental Health Officer (6)	
Project Coordinator (Diversity & Inclusion)	Area Managers (3)	Environmental Health Officer (17)	
DEA Coordinator (7)	Leisure Governance Support Officer	Technical Officer (2)	
Administrative Assistance (Programmes Unit) (2)	Leisure Business Support Officer	Biodiversity Officer	
Head of Programmes	Outdoor Leisure Officer (2)	Sustainability Officer	
Project Support Officer (Programmes Unit)	Activity Officer	Home Safety Officer (2)	
		Affordable Warmth Surveyors (4)	

E	NTERPRISE, REGENE	RATION AND TOURIS	SM	
	Dire	ctor		
Enterprise, Employment and Regeneration	Tourism, Culture and Events	Building Control and Licensing	Planning	
Assistant Director	Assistant Director	Assistant Director	Chief Planning Officer Principal Planner (2)	
Head of Regeneration and Business Development	Head of Tourism, Product Development and Visitor Experience	Head of Building Control & Licensing		
Regeneration Business Support and Development Officers (3)	Head of Culture, Arts, Heritage and Events	Senior Building Control Surveyor (3)	Senior Planner (5)	
Finance and Monitoring Officer	Tourism Facilities Development Manager	Senior Licensing Officer	Planning Officer (15)	
Project Officer (Rural Development) (2)	Events Supervisor	Licensing Officer (4)	Planning Assistant (13)	
Project Coordinator	Events Officer (2)	Building Control Surveyor (12)		
	Digital Marketing Officer	Business Support Licensing Officer (2)		
	Product Development & Trade Engagement Officer	Car Park Manager		
	Assistant Curator (2)			
	Arts Manager			
	Arts Officer (2)			
	Heritage Services Manager			
	Visitor Services Manager			
	Heritage Officer			
	Assistant Tourism Development Officer			

SUSTAINABILITY AND	ENVIRONMENT				
Director					
Waste Management	Facilities and Maintenance				
Assistant Director	Assistant Director				
Head of Refuse and Cleansing	Head of Facilities Management				
Head of Waste Processing, Enforcement and Business Support	Head of Maintenance				
Garage Manager (West)	Grounds Maintenance Manager				
Garage Manager (East)	Building Maintenance Manager				
Waste Facilities and Enforcements Manager	Building Maintenance Supervisor (Newry)				
Assistance Waste Management and Recycling Officer	Building Maintenance Supervisor (Downpatrick)				
Business Support Manager (2)	Facilities Coordinator (West)				
Enforcement Officer (4)	Facilities Coordinator (East)				
Performance and Operations Manager	Grounds Maintenance Supervisor (Newry/South Down)				
Head of Fleet Management	Grounds Maintenance Supervisor (Downpatrick/Castlewellan)				
District (Dog) Warden (4)	Grounds Maintenance Supervisor (Newry/South Armagh)				

		CORPORATE SE	RVICES			
		Director				
Administration	HR & Safeguarding	Corporate Planning & Policy	п	Finance	Capital & Estates	
Assistant Director	Assistant Director	Assistant Director	Manager	Assistant Director	Assistant Director	
Head of Administration and Customer Services	HR Business Support Manager	Head of Communications and Marketing		Finance Manager	Head of Capital Projects	
Head of Legal Administration	HR Operations Manager	Head of Corporate Policy		Finance Supervisor	Head of Estates and Property Assets	
Head of Compliance Learning & Development Manager		Senior Communications and Marketing Officer		Management Accountant (2)	Capital Projects Manager (4)	
Land Management Officer	HR & OD Manager	Corporate Policy & Equality Officer		Payroll Manager		
Records Manager	HR Administrative Assistant (8)	Communications and Marketing Officers (2)		Accounting Technician (2)		
Legal Advisor	HR Business Partner (8)	Irish Language Unit Manager		Payroll Supervisor		
Information Officer (2)				Procurement Manager		
				Finance Assistant (4)		
				Payroll Officer (7)		
				Procurement Officer (3)		

CHIEF EXECUTIVE'S DEPARTMENT	
Chief Executive	
Head of Evidence and Research	
Democratic Services Manager	

Report to:	Audit Committee			
Date of Meeting:	25 September 2025			
Subject:	Corporate Risk Register			
Reporting Officer (Including Job Title):	Josephine Kelly – Director of Corporate Services			
Contact Officer (Including Job Title):	Gerard Byrne – Assistant Director of Finance & Performance			

For d	ecision X For noting only							
1.0	Purpose and Background							
1.1	The Corporate Risk Register was reviewed and updated by SMT on 16 September 2025. Quarter 1 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 July 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 being finalised. 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 – Sustainability and Environment (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 S&E Directorate is attached at <u>Appendix 3</u> . The Risk Register was reviewed and updated with the Assistant Directors and Director of S&E on 18 September 2025.					
2.4	Within the S&E Directorate Risk Register, 6 risks have been identified. 2 risks have a red risk rating; 3 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 S&E 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 S&E Directorate Risk Register summary at Appendix 3 and detailed S&E 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 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 – September 2025 Appendix 2: Corporate Risk Register – September 2025 Appendix 3: Summary Sheet – S&E Directorate Risk Register – September 2025 Appendix 4: S&E Directorate Risk Register – September 2025	
8.0	Background Documents None	
	NOTE	

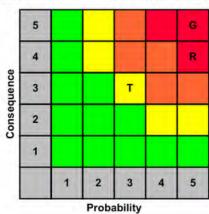
NMDDC Corporate Risk Register Cover Sheet - September 2025

				Jul-25	Sep-25		
Risk	Description	Risk Owner(s)	Gross Risk Score	Residual Risk Score	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	Josephine Kelly Sinead Murphy	25	20	20	*	Risk score remains unchanged. Actions have been updated and training in relation to the Procurement Act 2023 has now been completed. Procurement Policy was approved by SP&R Committee in September 2025.
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	25	20	20	*	Residual risk score remains unchanged. Action updated in relation to a recruitment drive being launched in November 2025 for Trainee Planners, this in conjunction with 8 other Councils and DfI.
CR05	Failure to adequately deliver future efficiencies and improvements	Marie Ward Josephine Kelly	20	16	16	*	Residual risk score remains unchanged and actions have been updated.
CR06	Failure to adequately react to a major incident which would minimise any negative consequences/impact	SMT Sinead Traynor	25	8	8	*	Residual risk score remains unchanged and actions have been updated. A new cross border scenario planning event is being coordinated via Central Emergency Plan team for Local Government.
CR07	Failure to implement an economic development programme to regenerate the district	Marie Ward Conor Mallon	20	16	16	*	Residual risk score remains unchanged and actions have been updated - need flooding update
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.	Josephine Kelly Gavin Ringland	25	20	20	*	Residual risk score remains unchanged and actions have been updated. Risk also considered at the IT Programme Group in July 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 Josephine Kelly	20	16	16	*	Residual risk score remains unchanged and actions have been updated.

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1. Corporate Risk Register NMDDC

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
 Last Review
 9/16/2025

 Residual Risk
 Red 20
 Next Review
 12/31/2025

 Target Risk Level
 Yellow 9
 Risk Appetite
 Risk Open

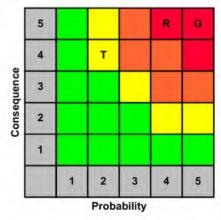
Objectives

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

- 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.		Senior Management Team	11/30/2025	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. Progress ongoing on project delivery, based on stage of development of each.
Capital Plan Cash Flow forecasting	Ongoing forecasting dependent on progress in capital projects	In Progress	Gerard Byrne	2/15/2026	The estimates for MRP/Loan payments over the life of our capital Programme as part of the 2026/27 Rate Process is now commecing. Finance Team to meet with Capital Team Project Managers early in Q3 2025/26 to get an updated 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	11/30/2025	Council will continue to engage with DfE and BRCD partners to consider next steps and options.
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	Josephine Kelly	11/30/2025	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. Procurement Act Training has been completed in May & June 2025. Additional resource has been sought 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.

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



Risk Categories

Business operational/reputational
Impact on individuals (staff or public)

Risk Description

Statutory Duty (Legal/Regulatory)

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 Josephine Kelly; Sinead Murphy

 Gross/Inherent Risk
 Red 25
 Last Review
 9/16/2025

 Residual Risk
 Red 20
 Next Review
 12/31/2025

 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
- 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

Action Plan

Action Date

11/30/2025

- 2. Compliance Reporting to SMT and H&S Committees
- 2. Procurement a standing agenda item at Councils Audit Committee
- 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

Actions from Fire Risk Assessment Audits

Action Plan Description

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.

Action Plan Type

In Progress

Action Plan Owner

Conor Sage

Comments

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.

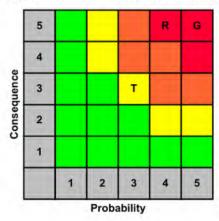
The Council has appointed a Council wide Contractor/s to undertake annual inspections of fire alarms and firefighting equipment. Fire alarms inspections are likely to highlight a programme of work to upgrade some systems. A Supplier has now been appointed for a new Fire alarm maintenance contract.

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.

Advisory Internal Audit Review Health and Safety	- Implement the 30 recommendations arising from the internal audit review of Health and Safety	In Progress	Josephine Kelly Sinead Murphy	11/30/2025	An external review has been undertaken and an independent Report from provided to Council. There has been an initial meeting of Directors of Corporate Services, Sustainability and Environment and Active Healthy Communities. Recommendations are now tracked on the one advanced system and recommendations updated
Asbestos Policy and Management Plans	Implementation of Asbestos Policies and Management Plans	In Progress	Conor Sage	11/30/2025	quarterly. The current level of risk for asbestos, is considered medium. Asbestos Management Policy is now due for review and will presented to CMT/SMT in Q3 25/26. RFQ has been completed for a 1-Year contract to deliver asbestos management surveys. Programme commenced in Q1 25/26 and is due to complete September 2025. 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	11/30/2025	E-learning is regularly promoted throughout the Organisation and will continue through the year. The number of mandatory e-learning training courses has been increased to 12% employee. The overall compliance rate was 62% as at 31 December 2024 a significant improvement in comparison with previous years.
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	11/30/2025	Action plan now in place to implement recommendations
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	11/30/2025	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 to implemented to strengthen controls. The code is currently being reviewed in a test environment prior to going live on P2P system.
Legionella Policy and Management Plan	Implementation of Legionella Policies and Management Plans	In Progress	Conor Sage	9/30/2025	The current level of risk for legionella is considered Medium. A new contract for Water Hygiene services has been awarded. Water monitoring programme is in place in accordance with L8/HSG 274. A prioritised programme of risk assessments is underway. 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. Expression of Interest has been issued through a framework and Tender Documents have been issued. The programme of risk assessments is due to complete in Q3 2025/26.

Social Procurement Policy	Council to consider bringing in a social procurement policy following the guidance issued by the Minister of Finance in June 2021.		Caolain Boyd Josephine Kelly	9/30/2025	Procurement Policy has been updated and social value has been included. The supporting procedures are being updated and staff training has been completed. Procurement Policy was approved at SP&R in September 2025.
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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 9/16/2025

Next Review 12/31/2025

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

Action Plan

Action Date

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

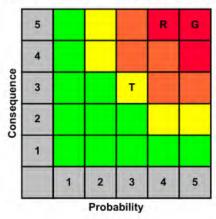
Action Plan Type **Action Plan Owner**

Comments

arc21 Waste Management Group	Following the May 2022 refusal to grant arc21 planning permission for their residual waste project and the	In Progress	Sinead Murphy	11/30/2025	Arc21 are carrying out their own strategic review. NM&D have had an opportunity to input. Consideration needs to
	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.				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.		Sinead Murphy Sinead Trainor	11/30/2025	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 Q2 2025/26. Council have been informed of the indicative payments to be received in the 2025/26 for the packaging Extended Producer Responsibility (pEPR) legislation and are considering 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	12/31/2025	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	12/1/2025	A report was brought to SP&R in September 2025 to engage 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 In Progress Council is required to feed into and approve ARC 21s Waste Management Plan.	Sinead Murphy	11/30/2025	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 ucurrently out for public consultation. DAERA are yet to consult on a draft Waste Management Strategy for NI which 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.
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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
 Last Review

 Residual Risk
 Red 20
 Next Review

 Target Risk Level
 Yellow 9
 Risk Appetite

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

9/16/2025

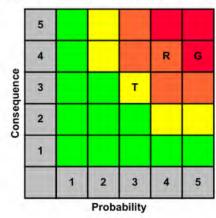
12/31/2025

Risk Open

- 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
- 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	11/30/2025	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. 2025/26 statistics are not available presently.
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	11/30/2025	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. This will be for new members and refresher training for existing members.
Recruitment Drive For Planners	s Council want to ensure that there is an adequate number planner going forward and to ensure there is a career path available for students.		Jonathan McGilly	11/30/2025	Council have been liaising with the Department about the possibility of a graduate recruitment Programme going forward. A recruitment drive will be launched in November 2025 for Trainee Planners, this in conjunction with 8 other Councils and Dfl.
Regional Planning Review	The Public Accounts Committee issued a regional report of Planning in Northern Ireland on 24 March 2022	on In Progress	Conor Mallon	11/30/2025	Performance improvement plan has been developed covering key areas of Planning. This was agreed between Dfl 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 Dfl, 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 Dfl and work has commenced to review and revise PIP objectives in line with recent engagement with Dfl and SOLACE.

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 Josephine Kelly; Marie Ward

 Gross/Inherent Risk
 Red 20
 Last Review
 9/16/2025

 Residual Risk
 Amber 16
 Next Review
 12/31/2025

 Target Risk Level
 Yellow 9
 Risk Appetite
 Risk Hungry

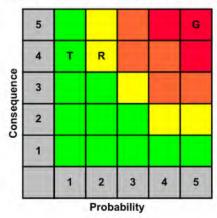
Objectives

7. Deliver sustainable services

- 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	11/30/2025	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.
New HR System	New Self Service Human Resource Management system to be procured	In Progress	Marina Hughes Josephine Kelly Carol McClean	11/30/2025	The Business Case for the procurement of new systems has been reviewed following changes to the eLearning system and OH provider changes. The business case has been considered and approved by ITPG. Specifications are currently being developed prior to procurement.
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	11/30/2025	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
 Last Review
 9/16/2025

 Residual Risk
 Yellow 8
 Next Review
 12/31/2025

 Target Risk Level
 Green 4
 Risk Appetite
 Risk Averse

Objectives

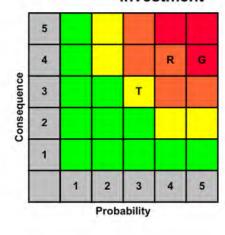
7. Deliver sustainable services

- 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;

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	Action Plan Description	Action Plan	Action Plan Owner	Action Plan	Comments
		Туре		Action Date	
Documenting Business Continuity Plans	BCPs to be documented for each Service Area	In Progress	Sinead Trainor	9/30/2025	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	12/1/2025	Information is currently being collated through Councils Corporate Management Team. 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	11/30/2025	A new cross border scenario planning event is being coordinated via Central Emergency Plan team for Local Government.

Risk CR. 07 - Failure to implement an economic development programme to regenerate the district and attract inward investment



Risk Categories Impact on individuals (staff or public)

Quality of Service

Risk Description Failure to implement an economic development programme to regenerate the district and attract inward investment

Potential Root Cause Failure to engage stakeholders (public and private sector)

Inflationary pressures and higher interest rates.

FFNI/DTFF - NMDDC is lead Council with operations team - increased risk

Impact of the City Deal

National Trust no longer granting a lease at Thomas Quarry The weakness in sterling driving inflation expectations higher

Issues around the Windsor Framework including:

-Loss of EU funding

-Disruption of food and medical supplies

-Changes in regulations, border controls, cross border trade and movement of goods and people

-Uncertainty amongst the business community in relation to food standards, trading standards and exports

-Lack of employees with the required expertise and experience, eg Environmental Health Officers

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

Lack of leadership and direction from the NI Executive and UK Government

Inadequate levels of service provision

Risk Owners Conor Mallon; Marie Ward

 Gross/Inherent Risk
 Red 20
 Last Review
 9/16/2025

 Residual Risk
 Amber 16
 Next Review
 12/31/2025

 Target Risk Level
 Yellow 9
 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

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Key Controls Identified

- 1. FFNI Digital Transformation Projects underway
- 1. Regeneration and Economic Development Strategy 2020-25 in place
- 2. Establishment of Local Economic Partnership including public and private sector stakeholders
- Engagement with other Councils, other Departments, NILGA and the Private Sector through the Chamber of Commerce
- 3. Internal Audit on Economic Development and Inward Investment scheduled for 2025-26

Comments

- Internal Audit on Review of Labour Market Partnership completed in Feb 2024 Assurance Rating Satisfactory
- Internal Audits Completed and Scheduled going forward including the Enhanced Flood Support Scheme grant

Action Plan	IS
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	Action Flan Description
City Deals	Actively engage in Belfast Region City Deal

Action Plan Description

Action Plan Type In Progress

Action Plan Owner Conor Mallon Marie Ward

Action Plan Action Date 11/30/2025

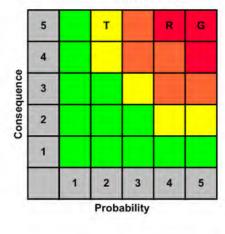
n Date

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. Progress ongoing on project delivery, based on stage of development of each of project. With the announcement of the National Trust on 1 May 2025 in relation to the National Trust not granting a lease at Thomas Quarry - urgent meetings have taken place with BRCD, Government Officials and other stakeholders. Council will continue to engage and explore other options.

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Full Fibre Network NI (FFNI)	Delivery of Digital Infrastructure and Digital Related projects In Progress under the FFNI Consortium / NMDDC		Conor Mallon Amanda Smyth	11/30/2025	Digital Transformation Flexible Fund: FFNI Operations team responsible for centralised implementation and delivery of this programme across all Council areas. Total value of funding £7.5m. NMDDC is the lead Council for this project under FFNI. Invest NI is the Investment Decision Maker. March 2025 - 4/7 funding calls were completed.
					BRCD Digital Pillar projects including proposed Regional Innovation Hub for NMDDC. Approval to progress OCB.
					Mobile Action Plan: FFNI appointed by Solace as lead for all Councils Digital Champions. FFNI operations lead and project officer currently appointed as Digital Champion and Coordinator in respect of the Mobile Action Plan.
					LFFN/ RGC - Ongoing benefits realisaton and management information tracking of DCMS funded fibre installed across 887 public sector sites in Northern Ireland. Data is required to be monitored for 5 years as per DCSM grant agreement. IT Department are currently engaging 3rd parties to put the fibre into use.
Provide Flood Recovery Support to Local businesses in impacted areas of the Disitrict	Administering funding provided by UK Treasury for Businesses impacted by flooding in November 2023	In Progress	Conor Mallon Amanda Smyth	11/30/2025	Following the floods across the District, Council hosted LPS workshops for businesses online to provide information on rate relief. Council organised 3 business information clinics (Newry, Downpatrick and Flurrybridge). 114 were paid out. See position as at 31 August 2025; Enhanced Flood Scheme - 105 applications. 87 LoOs issued - at Value £4,716,055.7. The total paid to date is - £4,074,739.11 Hardship Scheme - 59 applications 49 LoOs issued - at Value £162,500. The total paid to date is £162,500.
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	11/30/2025	NMDDC is a delivery partner for Go Succeed, the NI business support programme offering mentoring support to businesses in specialised areas, i.e. brexit / windsor framework. Council is also recognising the opportunity as positioning the district from an investment perspective as having unfettered access to both UK and EU markets.
Warrenpoint Port	To ensure efficient delivery of statutorily required of food import checks on relevant Agri-Food goods entering Northern Ireland at Warrenpoint port	In Progress	Sinead Murphy Sinead Trainor	11/30/2025	Required checks are being completed at Warrenpoint Port on an on-going basis by trained and authorised staff. Regular meetings are attended with relevant partners, DAERA, Defra, FSA, Border force, Seatruck, Warrenpoint Port, to continue to share learning and work through operational issues as they arise, including the implementation of the Windsor Framework. Funding is continuing to be provided through the FSA. Council have recently submitted a 25/26 funding bid to the FSA for the provision of this service.

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 9/16/2025

Next Review 12/31/2025

Risk Appetite Risk Minimal

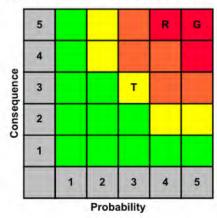
Objectives

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

- 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	1 1. 1 2. 1 2. 1 2. 1 2. 1 2. 1 2. 1 2.	1300 200	Walter Zamelinere	150.020	-Zuinenen
	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	Josephine Kelly 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 NI Alcohol Awareness Week, Men's Health Week, Staff Volunteer day and issue Newsletters to promote H & WB among staff. A schedule of events for 2025/26 is under development. The HWWG will also deliver a H&WB survey, including stress risk assessment in 2025 which will support the development of an action plan going forward. Work has commenced on this and engagement with the HSE NI.
Return to Work interviews	The completion rate of RTW in line with procedure	In Progress	Marina Hughes	11/30/2025	There has been a significant improvement in the level of outstanding RTW meetings. RTW meetings are a core line management responsibility. HR will continue to provide support and management information. SMT & CMT ensure compliance in their areas of responsibility. The attendance management audit (December 2023) provided satisfactory assurance. Agreed actions have progressed and will continue into 25/26. The outstanding RTW meeting report has been updated and the RTW meetings process for long term absence is under review and mandatory training is being developed for managers.
Training	All Managers must complete Managing Attendance training on the Councils e-learning platform	In Progress	Marina Hughes	11/30/2025	The attendance management audit (December 2023) provided satisfactory assurance. Actions relating to mandatory attendance management training and refresher training was agreed. HR will work with Skillgate to establish robust processes which contribute to reduction in sickness absence durations. Phase 2 roll out will include mandatory manager training. In the interim line managers are still be referred to the attendance management module on Skillgate and HR are providing one to one support for line managers. Further line management guidance will be circulated.

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
 9/16/2025

 Residual Risk
 Red 20
 Next Review
 12/31/2025

 Target Risk Level
 Yellow 9
 Risk Appetite
 Risk Open

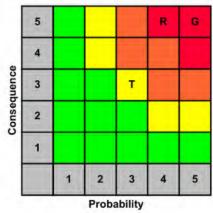
Objectives

- 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

- 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	12/31/2025	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 Q3.
Rates Support Grant	Director of Corporate Services to write to the Minister of Communities about the reduction of the Rates Support Grant	In Progress	Josephine Kelly	11/30/2025	Independent review of the Rates Support Grant is nearing completion and report is due in 2025. As per action from SP&R, Council wrote to the Minister for Communities on the 12 September 2024 to express concern in relation to the RSG reduction and the impact for Council and Ratepayers.
Reserves Policy	A reserves policy to be drafted and approved by Council.	In Progress	Gerard Byrne	11/30/2025	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 will be formalised at the Strategic Finance Working Group.
Treasury Advice - Banking	All 11 Councils receive weekly updated from our Treasury Management Expert in relation to banking and lending.	In Progress	Gerard Byrne	12/31/2025	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 Senior Management Team	11/30/2025	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; Josephine Kelly; Gavin Ringland

 Gross/Inherent Risk
 Red 25
 Last Review
 9/16/2025

 Residual Risk
 Red 20
 Next Review
 12/31/2025

 Target Risk Level
 Yellow 9
 Risk Appetite
 Risk Averse

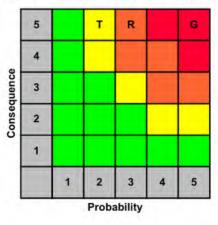
Objectives

7. Deliver sustainable services

- 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	11/30/2025	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	11/30/2025	Worst Case Scenario (WCS) testing was undertaken in November 2024. Testing was successfully completed within an isolated bubble exceeding Recovery Time (RTO) and Recovery Point (RPO) objectives. The Disaster Recovery run book has been finalised and accepted into operation. An overarching Cyber Incident Reponses plan will be formalised through the SOC/SIEM/XDR service that will be implemented during Q3 2025/26.
Training / Development Plans	Training to increase User Resilience	In Progress	Gavin Ringland	11/30/2025	In person training was delivered to all staff during 2023. 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		Gavin Ringland	11/30/2025	Supplier engagement and planning has commenced to migrate most of the server infrastructure underpinning the finance systems to modern Operating Systems and Database Engines. Some of said infrastructure will be decomissioned as new solutions are implemented utilising Software As A Service model. Work continues on the consolidation of data repositories to support an upgrade of the file servers.

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
 9/16/2025

 Next Review
 12/31/2025

 Risk Appetite
 Risk Averse

Objectives

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

Rebuilding the Industrial Relations (IR) Framework **Action Plan Description**

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

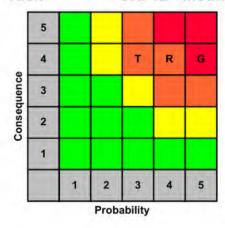
Action Plan Type In Progress Action Plan Owner
Josephine Kelly

Action Plan Action Date 11/30/2025

Comments

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 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

Risk Categories

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 Josephine Kelly; Marie Ward

 Gross/Inherent Risk
 Red 20
 Last Review
 9/16/2025

 Residual Risk
 Amber 16
 Next Review
 12/31/2025

 Target Risk Level
 Amber 12
 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	11/30/2025	This 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.
Higher Level Apprenticeship	Work is ongoing with the Department and other Councils on	In Progress	Jonathan McGilly	12/31/2025	Directors and Assistant Director posts as part of PFF has been filled, with one Assistant Director position filled on a temporary basis. The permanent recruitment is being progressed again in Q3 in 25/26. 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. Asuccessful recruitment campaign has been devised and run to fill posts within the S&E Directorate. There will be a focus also on recruitment within AHC in Q3 2025/26.
Higher Level Apprenticeship Scheme - Planners	Work is ongoing with the Department and other Councils on the viability of the HLA scheme for Planners	In Progress	Jonathan McGilly	12/31/2025	Council have been liaising with the Department about the possibility of a graduate recruitment Programme going forward. A recruitment drive will be launched in November 2025 for Trainee Planners, this in conjunction with 8 other Councils and Dfl.
Service Reviews	Service Reviews are currently being looked at in line with paper which was approved at SP&R.	In Progress	Senior Management Team	11/30/2025	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, including the Cleansing Review, Indoor Leisure Multi Skilled Leisure Attendants and Planning staff changing from NICS to NMDDC terms and conditions.
					Service areas and HR continue to work together to ensure resources are appropriately directed to undertake the work required for Service/Structure Reviews.

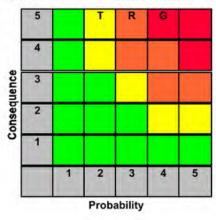
NMDDC SE Risk Register Cover Sheet - Sept 2025

Risk	Description	Risk Owner(s)	Gross Risk Score	Jul-24 Residual Risk Score	Sep-25 Revised Residual Risk Score		Comments
SE01	Failure to deliver operational services throughout the year due to staff shortages	Sinead Murphy Conor Sage Sinead Trainor	20	15	15	\	Residual risk remains unchanged - actions have been updated
SE02	Failure to maintain a modern and legislatively compliant fleet	Sinead Murphy Conor Sage	20	15	15	\Leftrightarrow	Residual risk remains unchanged - actions have been updated
SE03	Lack of burial capacity at Council Cemeteries	Sinead Murphy Conor Sage	20	10	10	\Leftrightarrow	Residual risk remains unchanged - actions have been updated
SE04	Failure to comply with relevant statutory and legislative requirements in Council Facilities	Sinead Murphy Conor Sage	25	20	20	\Leftrightarrow	Residual risk remains unchanged - actions have been updated
SE05	Failure to develop and implement a planned maintenance programme	Sinead Murphy Conor Sage	16	12	12	\Leftrightarrow	Residual risk remains unchanged - actions have been updated
SE06	Failure to procure and manage contracts in line with the Council's procurement procedures	Sinead Murphy Conor Sage Sinead Trainor	25	20	20	\Leftrightarrow	Residual risk remains unchanged - actions have been updated

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Sustainability and Environment

Risk 01. Failure to deliver operational services



Risk Categories Business operational/reputational

Impact on individuals (staff or public)

Quality of Service

Statutory Duty (Legal/Regulatory)

Risk Description Failure to deliver operational services

Potential Root Cause Difficulty in recruiting, including seasonal staff

The use of temporary contracts/agency makes it difficult to attract, recruit and retain employees

Levels of absenteeism especially long term sick

Legacy working arrangements and operating procedures

Trade Union industrial actions

Carry over of annual leave into 2025-26 will have an impact on service provision

Adverse weather conditions.

Consequence Health and safety risks

Increase in Council complaints

Staff shortages reduce service provision

Services not operating effectively

Reputational damage

Risk Owners Sinead Murphy; Conor Sage; Sinead Trainor

 Gross/Inherent Risk
 Red 20
 Last Review
 18/09/2025

 Residual Risk
 Amber 15
 Next Review
 18/12/2025

 Target Risk Level
 Yellow 10
 Risk Appetite
 Risk Averse

Objectives

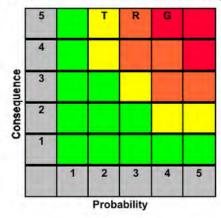
Deliver sustainable services that protect our natural and built environment, continue to meet our statutory obligations

Key Controls Identified

- 1. Business Continuity Plans
- 1. Ongoing recruitment campaigns
- 1. Overtime.
- 1. Service reviews
- 1. Staff development
- 1. Workforce Plans in place for each service.
- 3. Internal Audit of Services

	Action Plan Description	Action Plan	Action Plan Owner	Action Plan	Comments
		Type		Action Date	
Business Continuity Plans	Continuously monitor, review and update the Business Continuity Plans and Contingency Plans.	In Progress	Conor Sage Sinead Trainor	18/12/2025	Continued implementation of the Business Continuity Plans to identify and address potential workforce deficits.
Directorate Re-structure	Re-structure of the Facilities Management and Maintenance department and Waste Management department, specifically the HRC / Cleansing / Garage sections/Refuse	e In Progress	Sinead Murphy Conor Sage Sinead Trainor	18/12/2025	The Directorate re-structure has been reviewed and agreed by SMT. Additional resources have been approved at SP & R Committee in October 2024. Both sections continue to work with Human Resources to progress the re-structure of specific sections, ensuring alignment with business needs in consultation with Trade Unions.
Workforce Planning and Service Reviews	Continued implementation of Workforce Plans and Service Reviews.	In Progress	Sinead Murphy Conor Sage Sinead Trainor	18/12/2025	Continue to implement, monitor, review and update the Workforce Plans and progress Service Reviews to ensure effective service provision in consultation with Trade Unions.

Risk 02. Failure to provide/maintain a compliant fleet



Risk Categories Buildings / Engineering / Environment

Quality of Service

Statutory Duty (Legal/Regulatory)

Risk Description Failure to maintain a modern, legislatively compliant (Operators Licence) and reliable fleet

Potential Root Cause Failure to comply with operators licence.

Failure to review, implement and comply with fleet policies and procedures.

Failure to implement a vehicle replacement programme

Challenge of transitioning to a green fleet.

Failure to update insurance on changes to fleet including hire.

Delivery times of vehicles due to global supply issue

Consequence Loss of operators license / financial penalties of breaching the operators license.

Reputational damage for the Council. Failure to deliver operational services

Breach in health and safety.

Risk Owners Sinead Murphy; Conor Sage

Gross/Inherent Risk Red 20 Residual Risk Amber 15 Target Risk Level Yellow 10

Last Review 18/09/2025

Risk Appetite

Next Review 18/12/2025

Objectives

Develop and implement key sustainability strategies and action plans and advocate internally and externally to work towa

Key Controls Identified

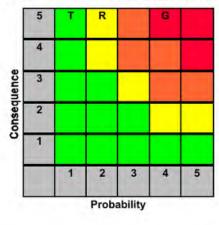
Fleet Management audits and action plans.

Risk Averse

- 1. Fleet Management Policy and Procedures.
- 1. Fleet Replacement Programme
- Meeting PMI schedule for fleet including MOT/PSV
- 1. Regular Operator Licence Working Group Meetings
- 1. Sustainability and Environment Procurement Action Plan in place.

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Fleet Management Audits and Action Plans	Implement the recommendations and action plans from the internal and external audits of Fleet Management.	In Progress	Conor Sage	18/12/2025	The internal audit of Fleet Management was carried out by ASM in April 2021 with follow up audit in September 24 and the external audit was carried out in October 2023 and November 2024. Currently implementing Audit recommendations.
Fleet Replacement Programme	Continue to implement the 4 year Fleet Replacement Programme.	In Progress	Conor Sage	18/12/2025	Revisions to the 4 year programme for fleet replacement 2023-27 presented to SMT in June 2025 and approved by SP&R Committee. Business cases for 2025-26 fleet replacement approved by S & E Committee in June 2025 and procurement to commence. Procurement of EV vans approved in 2024-25 to be completed alongside the procurement of EV charging infrastructure at the relevant Council facilities.
Service Review of Garages and resources	Progress the service review of the Garages section.	In Progress	Conor Sage	18/12/2025	Progress the service review of the Garages section to determine and inform future resource requirements in consultation with Trade Unions

Risk 03. Lack of burial capacity at Council Cemeteries



Risk Categories Buildings / Engineering / Environment Business operational/reputational Impact on individuals (staff or public) **Risk Description** Lack of burial capacity at Cemeteries

Potential Root Cause Existing cemeteries running out of burial space.

An essential service not being provided to the public. Consequence

Reputational damage.

Negative impact on local community.

Risk Owners Conor Sage

Gross/Inherent Risk Red 20 Last Review 18/09/2025 Residual Risk Yellow 10 **Next Review** 18/12/2025 Target Risk Level Green 5 **Risk Appetite** Risk Averse

Objectives

Key Controls Identified

Cemetery records management

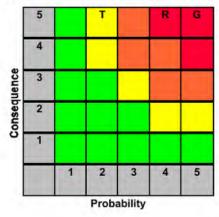
Council burial procedures

Ongoing Review of cemetery capacity throughout the District

Action	Plans

ACTION FIAMS					
	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Digitalisation of burial records	Progress to procurement of a cemetery management system through ITPG	In Progress	Gail Kane	18/12/2025	The Council has a legal responsibility to manage burial records and a Project Mandate for an electronic solution, through the IT Projects Board has been approved. Procurement of a cemetery management system has been completed and project is underway.
Kilbroney Cemetery	Phase 3-5 - Kilbroney Cemetery	In Progress	Gail Kane	18/12/2025	Business case to be completed for the planning application for Phase 3 - 5 extension to cemetery.
Long term cemetery provision	Plan ahead for the long term provision of cemeteries and burials.	In Progress	Gail Kane	18/12/2025	Scope out anticipated burial projections across the District in line with demographic / population trends and begin the process of identifying potential land and sites to meet projected need. Capital project submitted for expansion of Struell Cemetery.

Risk 04. Failure to comply with relevant statutory and legislative requirements in Council Facilities



Risk Categories Business operational/reputational

Financial

Impact on individuals (staff or public)

Risk Description Failure to comply with relevant statutory and legislative requirements which the SE Directorate is responsible for (Remedials for

Fire Risk Assessments/Legionella/Asbestos).

Potential Root Cause Lack of adherence to Council policy and procedures, including training.

Controls not being implemented for Legionella / Asbestos or Remedials for Fire Risk Assessments.

Failure to comply with Council policies.

Remedials for Fire Risk Assessments of Council buildings not being undertaken.

Consequence Injury/death to staff or public.

Damage to the Council reputation. Increased insurance premiums. Breach in legislation and compliance.

Risk Owners Sinead Murphy; Conor Sage

 Gross/Inherent Risk
 Red 25
 Last Review
 18/09/2025

 Residual Risk
 Red 20
 Next Review
 18/12/2025

 Target Risk Level
 Yellow 10
 Risk Appetite
 Risk Averse

Objectives

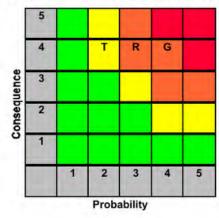
Embed and align the new functions and services within the S&E Directorate structure and across Council. Review and tran

Key Controls Identified

- 1. Asbestos Policy and Management Plan
- 1. Fire Safety Policy and Management Plan
- 1. Legionella Policy and Management Plan
- 1. Portable Electrical Appliances Policy and procedure
- 1. Technical Compliance Officer in place
- 2. Regular reporting to the Estates & Facilities Steering Group, Health and Safety Committee, Audit Committee and SMT

	Action Plan Description	Action Plan	Action Plan Owner	Action Plan	Comments
		Туре	Martin and Art 1	Action Date	
18th Electrical Testing Codes	Continue to implement tests to achieve fixed wire and emergency light certification.	In Progress	Conor Sage	18/12/2025	Programme of FWT and remedial works well progressed. Programme of emergency lighting testing/remedial works well progressed.
Asbestos Policy and Management Plan	Continued implementation of the Asbestos Management Plan.	In Progress	Conor Sage	18/12/2025	Contract awarded for Asbestos Management Surveys. Asbestos Policy and Management Plan completed in draft.
Fire Safety	Policy and Management Plan to be updated and implemented	In Progress	Conor Sage	18/12/2025	Fire Policy completed in draft. Management Plan to be reviewed. Fire Risk Assessments in progress. Remedial actions being completed by Facility Managers/Maintenance Section.
Legionella Policy and Management Plan	Continued implementation of the Legionella Management Plan.	In Progress	Conor Sage	18/12/2025	Contract in place for water hygiene services. Monitoring in place. Programme of legionella risk assessments and remedial works in progress. P901 training completed by AD HoS and Compliance Officer.

Risk 05. Failure to develop and implement a planned maintenance programme



Risk Categories Buildings / Engineering / Environment Impact on individuals (staff or public)

Quality of Service

Risk Description Failure to develop and implement a planned maintenance programme.

Inadequate funding.

Lack of inspections and documentation records. Reactive / forward planning split imbalanced

Consequence H&S implications.

Negative PR for the Council and reputational damage.

Closure of buildings and facilities.

Legal liabilities. Increased costs.

Reactive and inefficient service provision. Failure to progress sustainable solution/option

Risk Owners Sinead Murphy; Conor Sage

 Gross/Inherent Risk
 Amber 16
 Last Review
 18/09/2025

 Residual Risk
 Amber 12
 Next Review
 18/12/2025

 Target Risk Level
 Yellow 8
 Risk Appetite
 Risk Averse

Objectives

Deliver sustainable services that protect our natural and built environment, continue to meet our statutory obligations

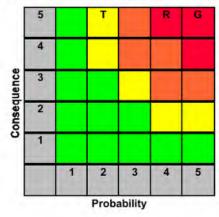
Key Controls Identified

Property Maintenance Strategy to be developed
 Sustainability management structure in place

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Planned Maintenance	Suite of maintenance and service contracts	Proposed	Conor Sage	18/12/2025	Service and maintenance contracts being procured in accordance with procurement action plan. Each contract will specify the required service and planned maintenance requirements
Property Maintenance Strategy	Develop and implement the Property Maintenance Strategy to include planned and reactive maintenance.	In Progress	Conor Sage	18/12/2025	Property Maintenance Strategy to be developed. Update of the 3i Maintenance System completed. Estates and Facilities Steering Group meeting regularly to review the delivery of reactive and planned maintanance across Council Estate

Risk 06. Failure to procure and manage contracts in line with the Council's procurement procedures



Risk Categories Buildings / Engineering / Environment

Financial

Impact on individuals (staff or public)

Risk Description Failure to procure and manage contracts in line with the Council's procurement procedures.

Potential Root Cause Insufficient and inadequate resources within the Directorate to purchase and manage Contracts

Procurement Policy and procedures require review and update

Lack of experience, training and awareness.

Capacity of the Procurement Team to support the Directorate Lack of forward planning and appropriate management controls.

Lack of timely reviews of contracts. Lack of ongoing Contract Management

Consequence Delay in meeting project deadlines

Financial impact

Impact on customer satisfaction through delayed service delivery.

Risk of litigation.

Failure to comply with the corporate Procurement Policy.

Managing conflicting demands.

Risk Owners Sinead Murphy; Conor Sage; Sinead Trainor

 Gross/Inherent Risk
 Red 25
 Last Review
 18/09/2025

 Residual Risk
 Red 20
 Next Review
 18/12/2025

 Target Risk Level
 Yellow 10
 Risk Appetite
 Risk Averse

Objectives

Embed and align the new functions and services within the S&E Directorate structure and across Council. Review and tran

Key Controls Identified

Approved DAC's in place to cover any out of contract situations.

Governance and Procurement training delivered to staff (including Contract Management).

Manage Procurement Schedule to maintain compliance

Procurement Policy and Procedures

Sustainability and Environment Procurement Action Plan

Action Plans

Action Flamo	Action Plan Description	Action Plan	Action Plan Owner	Action Plan	Comments	
SE Procurement Action Plan	Resource and implement the SE Procurement Action Plan. Speed of implementation directly related to the level of additional resources.	Type In Progress	Sinead Murphy Conor Sage Sinead Trainor	Action Date 18/12/2025	Progress on the SE Procurement Action Plan is monitored and reported to the SE Committee and Audit Committee on a regular basis.	