

May 23rd, 2024

Notice Of Meeting

You are requested to attend the Audit Committee Meeting to be held on **Thursday, 23rd May 2024** at **2:00 pm** in **Downshire Civic Centre**.

Committee Membership 2023 - 2024

Ms Brona Slevin Independent **Chairperson**

Councillor C Bowsie

Councillor J Brennan

Councillor L Devlin

Councillor M Gibbons

Councillor O Hanlon

Councillor T Howie

Councillor C King

Councillor S O'Hare

Councillor A Quinn

Councillor G Sharvin

Agenda

1.0 Apologies and Chairperson's Remarks

2.0 Declarations of Interest

3.0 Action Sheet - Audit Committee Meeting held 1 February 2024

For Approval

📎 3- Audit Committee Action Sheet 2024_02_01.pdf

Page 1

4.0 To Agree date and start times for 2024/25

For Approval

📎 4 - Agrees Dates and Times of Meetings 202425.pdf

Page 7

5.0 Audit Committee ToR and Timetable

For Approval

📎 5 - Audit Committee ToR and Timetable.pdf

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📎 5 - Appendix 1 - Audit Committee ToR 202425.pdf

Page 11

📎 5 - Appendix 2 - Audit Committee Timetable - 202425.pdf

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6.0 Audit Committee Self Assessment

For Approval

📎 NMDDC Rpt from B Slevin re Self Assessment 2024.pdf

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📎 APPENDIX D Self Assessment of Audit Committee - CIPFA.pdf

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7.0 Update of Members Interests

For Information

📎 Register of Interests.pdf

Page 23

Items deemed to be exempt under paragraph 3 of Part 1 of Schedule 6 of the Local Government Act (NI) 2014

8.0 Annual Assessment of Chairpersons Performance

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **8- Chairpersons Performance 2023-24 (1).pdf**

Not included

 **8- Appendix 1 - Chairpersons Performance.pdf**

Not included

Corporate Services - (OPEN SESSION)


9.0 Corporate Risk Register - CS Directorate Risk Register also to be tabled

 **9 - Corporate Risk Register May 2024.pdf**


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 **9 - Appendix 1 - CRR Overview - May 2024 combined.pdf**

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 **9 - Appendix 2 - CRR - May 2024.pdf**

Page 31

 **9 - Appendix 3 - CS Summary.pdf**

Page 57

 **9 - Appendix 4 - CS Directorate RR - May 2024.pdf**

Page 58

10.0 Prompt Payments

For Information

 **10 - Prompt Payments Report Q4 - 202324.pdf**

Page 68

Performance

11.0 Performance Improvement Objectives 2024/25

For Information

 **11- Performance Improvement Objectives 2024-25.pdf**

Page 72

 **11 - Appendix 1 - Draft Performance Improvement Objectives 2024-25.pdf**

Page 76

 **11 - Appendix 2 - Development of the Performance Improvement Plan 2024-25.pdf**

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Corporate Services (CLOSED SESSION)

12.0 Update on Audit Recommendations - to include risk profile

For Information

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

(including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 Audit Follow Up Tracker May 2024.pdf	Not included
 Appendix 3.pdf	Not included
 Appendix 4.pdf	Not included
 Appendix 5.pdf	Not included
 Appendix 6.pdf	Not included

13.0 Direct Award Contracts

For Information






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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 13 - Cover Report - Direct Award Contracts.pdf	Not included
 13 - appendix 1.pdf	Not included

14.0 Procurement Action Plans

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 14. Cover Report - Procurement Action Plans - May 2024.pdf	Not included
 14 - Appendix 1 - CS Procurement Action Plan - May 2024.pdf	Not included
 14 - Appendix 2 - AHC Procurement Action Plan - May 2024.pdf	Not included
 14 - Appendix 3 - ERT Procurement Action Plan - May 2024.pdf	Not included
 14 - Appendix 4 - SE Procurement Action Plan - May 2024.pdf	Not included


15.0 Update on Fraud and Whistleblowing (including NFI)

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **15 - Fraud and Raising Concerns update.pdf** **Not included**

 **15 - Appendix 1 - Fraud and Raising Concerns Register.pdf** **Not included**

 **15 - Appendix 2 - Fraud Policy 2024 - final.pdf** **Not included**

 **15 - Appendix 3 - Fraud Response Plan 2024 - final.pdf** **Not included**

16.0 Update on Kilbroney Pitches

For Decision

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **Audit Committee Report on Kilbroney Pitches 23 May 2024_ (003).pdf** **Not included**

 **Appendix 1.pdf** **Not included**

17.0 Planning Update per action sheet

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **18- Planning Department Update.pdf** **Not included**

18.0 Recruitment update per action sheet







For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

19.0 Letter to NIAO re NCCR

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 Audit Committee Report on NCCR 23 May 2024_.pdf	Not included
 SPR Report NOM May 2024 Appendix A.pdf	Not included
 SPR August 2019 Final Minutes Appendix A.pdf	Not included
 1 Newry Civic Centre Office Proposal - Appendix B.pdf	Not included
 Appendix C - Clarification required RE This is an appeal Marie. Not just an audit issue.pdf	Not included
 Appendix D - Additional governance concerns arising from 'controlled reading' today RE Newry City Centre Regeneration.pdf	Not included

NIAO (CLOSED SESSION)

20.0 Audit Strategy 2023/24

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 20 - NMD 23-24 Audit Strategy.pdf	Not included
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Internal Audit (CLOSED SESSION)

21.0 ASM Summary Report (report attached)

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 21 - NMDDC Summary Report to Audit Committee - May 2024.pdf	Not included
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22.0 ASM Annual Assurance Report 2023/24

For Approval

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

(including the Council holding that information) and the public may, by resolution, be excluded during this item of business.


 **22 - 2023.24 NMDDC Annual Assurance Report.pdf**

Not included

23.0 Internal Audit Plan 2024/25

For Approval

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **23 - 202425 NMDDC IA Plan - draft for AC approval (002).pdf**

Not included

24.0 Absence Management Review

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **24 - 202324 NMDDC Absence Management - final report.pdf**

Not included

25.0 Contracts Management Review

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **25 - 202324 NMDDC - Contract Management - final report.pdf**

Not included

26.0 NMDDC Compliance checking - facilities review

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **26 - 2023.24 NMDDC Compliance checking - facilities review - final report.pdf**

Not included

27.0 Labour Market Partnership Review

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **27 - 2023.24 NMDDC Labour Market Partnerships - final report.pdf**

Not included

28.0 Planning - Review of Overturned Decisions

For Information

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 (including the Council holding that information) and the public may, by resolution, be excluded during this item of business.

 **28 - 2023.24 NMDDC Planning - review of overturned decisions - final report.pdf**

Not included

Invitees

Cllr Terry Andrews

Cllr Callum Bowsie

Mr Caolain Boyd

Fionnuala Branagh

Mr Stephen Brannigan (NIAO)

Cllr Jim Brennan

Cllr Pete Byrne

Mr Gerard Byrne

Cllr Philip Campbell

Mr Andrew Cassells

Cllr William Clarke

Cllr Laura Devlin

Ms Louise Dillon

Ms Kathy Doey (NIAO)

Cllr Cadogan Enright

Cllr Killian Feehan

Cllr Doire Finn

Cllr Aoife Finnegan

Cllr Conor Galbraith

Cllr Mark Gibbons

Christine Hagan (ASM)

Cllr Oonagh Hanlon

Cllr Glyn Hanna

Cllr Valerie Harte

Cllr Roisin Howell

Cllr Tierna Howie

Ms Catherine Hughes

Cllr Jonathan Jackson

Cllr Geraldine Kearns

Miss Veronica Keegan

Mrs Josephine Kelly

Cllr Cathal King

Cllr Mickey Larkin

Cllr David Lee-Surginor

Cllr Alan Lewis

Cllr Oonagh Magennis

Mr Conor Mallon

Cllr Aidan Mathers

Cllr Declan McAteer

Shona McConville

Cllr Leeanne McEvoy

Jonathan McGilly

Cllr Andrew McMurray
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Cllr Declan Murphy
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Sinead Murphy
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Cllr Kate Murphy
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Cllr Selina Murphy
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Cllr Siobhan O'Hare
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Mr Andy Patterson
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Cllr Áine Quinn
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Cllr Henry Reilly
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Cllr Michael Rice
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Cllr Michael Ruane
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Cllr Gareth Sharvin
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Ms Brona Slevin (Audit)
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Donna Starkey
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Nicola Stranney
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Sarah Taggart
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Cllr David Taylor
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Cllr Jarlath Tinnelly
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Cllr Jill Truesdale
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Mr Seamus Wade (NIAO)
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Mrs Marie Ward
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AUDIT COMMITTEE MEETING
TUESDAY 22 SEPTEMBER 2023

Actions arising from Audit Committee Meeting – 22 September 2023

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/070/2023	Audit Committee Training	It was agreed to note the update in relation to Audit Committee training and Members were encouraged to attend the NILGA/NIAO facilitated session on 06 October 2023 at 12.30pm	G Byrne	Noted	Y
End					

AUDIT COMMITTEE MEETING**THURSDAY 1 FEBRUARY 2024****Actions arising from Audit Committee Meeting – 1 February 2024**

Minute Ref	Subject	Decision	Lead officer	Action taken / progress to date	Remove from action sheet Y/N
AC/003/2024	Action sheet of Audit Committee meeting held 21.09.2023	It was agreed to note the action sheet	J Kelly	Noted	Y
		It was agreed that recommendations regarding appropriate training would be brought back to Members	J Kelly	Agreed- verbal update at May Committee	Y
AC/004/2024	Corporate Risk Register – ERT Directorate risk register also to be tabled	It was agreed to approve the updates to the Corporate Risk Register as highlighted within appendices.	J Kelly	Approved	Y
		It was agreed that Ms Kelly would see if a report could be brought back to Committee regarding recruitment.	J Kelly	Paper tabled at May 2024 Meeting	Y

		It was agreed that the Planning Department Quarterly Report be tabled at Audit Committee	Democratic Services	Paper tabled at May 2024 Meeting	Y
AC/005/2024	Prompt Payments	It was agreed to note the Quarter 2 and 3 2023-24 Prompt Payment Statistics	G Byrne	Noted	Y
AC/006/2024	Mid-Year assessment of Performance Improvement Plan 2023-24	It was agreed to note the mid year assessment of the Performance Improvement Plan	G Byrne	Noted	Y
AC/007/2024	Update on Audit Recommendations	It was agreed to note the update in relation to legacy audit recommendations	E Cosgrove	Noted	Y
AC/008/2024	Direct Award Contracts	It was agreed to note the quarter three update in relation to Single Tender Actions	S McConville	Noted	Y
AC/009/2024	Procurement Action Plans	It was agreed to note the update in relation to the procurement plans for each Directorate	S McConville	Noted	Y
AC/010/2024	S&E Procurement Update	It was agreed to note the verbal update provided by the Director	A Cassells	Noted	Y

AC/011/2024 AC/026/2024	Kilbroney Pitches	It was agreed to instigate an independent investigation into the complaint raised around Kilbroney Pitches as soon as possible.	J Kelly	<p>A Special Audit Committee was held on 26.02.2024, and the following was agreed: AC/026/2024</p> <p>It was agreed to approve the following recommendations:</p> <ul style="list-style-type: none"> - That there would be no further independent services engaged on the complaint in relation to Kilbroney Pitches at this juncture. - That this recommendation supersedes the recommendation per the draft minutes of the Audit Committee held on 1 February 2024. 	Y
AC/012/2024	Update on Fraud & Whistleblowing	<p>It was agreed to note the following:</p> <ul style="list-style-type: none"> - the update in relation to Fraud and Raising Concern cases as detailed in Appendix 1. - the National Fraud Initiative matches testing, with an update being brought back to April Committee in relation to recouping the supplicate payments - The progress on actions arising from 	G Byrne	Noted	Y

		the NIAO Internal Fraud Risk self-assessment			
AC/013/2024	Audit & Assessment report 2023-2024 – Report to the Council and DFC under Section 75 of the Local Government Act (Northern Ireland) 2014	It was agreed to note the contents of the report.	K Doey	Noted	Y
AC/014/2024	Correspondence from NIAO re NMDDC Report to those charged with Governance	It was agreed to approve the Report to Those Charged with Governance.	K Doey	Approved	Y
AC/015/2024	NMDDC Annual Audit Letter	It was agreed to note the Annual Audit Letter	K Doey	Noted	Y
AC/016/2024	ASM Summary Report	It was agreed to note the ASM Summary Report	C Hagan	Noted	Y
AC/022/2024	External Assessment of Internal Audit	It was agreed to note the External Audit of the Internal Review.	G Byrne	Noted	Y
AC/023/2024	Circular LG 25/2023 – Capitalisation	It was agreed to note the circular	J Kelly	Noted	Y
AC/024/2024	Circular LG 25/2023 – Consolidated Councillor Allowances Circular	It was agreed to note the circular	J Kelly	Noted	Y

Dates and proposed start times for Audit Committee meetings in 2024-25

Date	Time	Location
Wednesday 31 July 2024	2pm	Downshire Civic Centre / MS Teams
Thursday 26 September 2024	2pm	Downshire Civic Centre / MS Teams
Thursday 20 February 2025	2pm	Downshire Civic Centre / MS Teams
Thursday 8 May 2025	2pm	Downshire Civic Centre / MS Teams

Report to:	Audit Committee
Date of Meeting:	23 May 2024
Subject:	Audit Committee ToR and timetable for 2024/25
Reporting Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance
Contact Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance

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

For decision	X	For noting only	
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1.0	Purpose and Background
1.1	In line with good practice, the Terms of Reference for the Audit Committee should be reviewed annually to ensure they remain effective, reflect best practice and align with CIPFA guidance.
2.0	Key issues
2.1	<p>The Audit Committee Terms of reference were reviewed and amended to reflect the latest CIPFA Best Practice document (<i>Audit Committees, Practical Guidance for Local Authorities and Police – 2022 Edition</i>) – see Appendix 1.</p> <p>All amendments have been highlighted with yellow text. Some Amendments have been made to ensure Council is adhering to the CIPFA Self-assessment of good practice for Audit Committee guide (agenda item 6).</p>
2.2	<p>The Audit Committee timetable for the 2024/25 year is detailed at Appendix 2. The timetable highlights the standing agenda reports which will be presented to the Members quarterly as well as supplementary reports which Members would expect to see each quarter.</p> <p>The report also details who should be attending the pre-meeting of the Audit Committee each quarter.</p>
3.0	Recommendations
3.1	Members to approve the Audit Committee Terms of Reference and to note the timetable for the year ahead.
4.0	Resource implications
4.1	Not applicable
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i>

	<p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>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 <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p> <p>Consultation not required.</p>
6.0	<p>Due regard to Rural Needs (please tick all that apply)</p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	<p>Appendices</p>
	<p>Appendix 1 – Audit Committee Terms of Reference</p> <p>Appendix 2 – Audit Committee timetable 2024-25</p>
8.0	<p>Background Documents</p>
	<p>None</p>

AUDIT COMMITTEE -TERMS OF REFERENCE-

Scope

1. The Audit Committee ("the Committee") is a key component of Newry, Mourne and Down District Council's corporate governance arrangements. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
2. The purpose of the Committee is to provide independent assurance to those charged with governance on the adequacy of the risk management framework and the internal control environment. It provides independent review of the council's governance, risk management and control frameworks and oversees the financial reporting and annual governance processes. It oversees internal audit and external audit, helping to ensure efficient and effective assurance arrangements are in place.

Responsibilities

Governance, risk and control

3. To review the council's corporate governance arrangements against the good governance framework and consider annual governance reports and assurances.
4. To review the Annual Governance Statement prior to approval and consider whether it properly reflects the risk environment and supporting assurances, taking into account internal audit's opinion on the overall adequacy and effectiveness of the council's framework of governance, risk management and control.
5. To consider the Council's arrangements for securing value for money, supporting standards and ethics and review assurances and assessments on the effectiveness of these arrangements.
6. To consider the council's framework of assurance and ensure that it adequately addresses the risks and priorities of the council.
7. To monitor the effective development and operation of risk management in the council.
8. To approve the council's risk management strategy and monitor progress in addressing risk-related issues reported to the Committee, including the corporate risk register and assurance information on the management of key corporate risks.
9. To consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.
10. To review the assessment of fraud risks and potential harm to the council from fraud and corruption.
11. To approve the council's fraud and whistleblowing (raising concerns) policies and monitor the implementation of these policies, including the counter-fraud strategy, actions and resources.
12. To oversee and monitor the Council's structures, processes, systems and related arrangements for performance management and to assure itself through receipt of regular reports on the planning, delivery, reporting and reviewing arrangements that appropriate plans and policies to support the performance management framework are in place and that its statutory responsibilities are being met.
13. To review the governance and assurance arrangements for significant partnerships or collaborations.

Internal audit

14. To review proposals made in relation to the appointment of external providers of internal audit services and to make recommendations.
15. To approve the risk-based internal audit plan, including internal audit's resource requirements, the approach to using other sources of assurance and any work required to place reliance upon those other sources.

16. To approve significant interim changes to the risk-based internal audit plan and resource requirements.
17. To make appropriate enquiries of both management and the Internal Auditor to determine if there are any inappropriate scope or resource limitations.
18. To consider the Internal Audit annual report.
19. To consider summaries of all internal audit reports on the Internal Audit plan.
20. To contribute to the QAIP and in particular, to the external quality assessment of internal audit that takes place at least once every five years.
21. To provide free and unfettered access to the audit committee chair for the head of internal audit, including the opportunity for a private meeting with the committee.

External audit

22. To consider the external auditor's annual letter, relevant reports, and the report to those charged with governance.
23. To support the quality and effectiveness of the external audit process and to comment on the scope and depth of external audit work to ensure it gives value for money and complies with ethical standards.
24. To consider specific reports as agreed with the external auditor.

Financial reporting

25. To review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit that need to be brought to the attention of the council.
26. To consider the external auditor's report to those charged with governance on issues arising from the audit of the accounts.

Accountability Arrangements

27. To report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.
28. To report to full council on a regular basis on the committee's performance in relation to the terms of reference and the effectiveness of the committee in meeting its purpose.
29. To publish an annual report on the work of the committee.

Membership

30. The Committee is comprised of ten (10) Elected Members appointed to the Committee at the Council's Annual Meeting, plus one independent suitably qualified person (who will act as Chairperson), who will be recruited for the 4 year term of Council.

Quorum

31. No business shall be transacted unless at least four (4) Members are present.

Chairperson

32. The Chairperson shall be the independent member of the Committee and they shall serve as Chairperson for the four-year term of the Committee. The Head of Internal Audit and the representative from external audit will have free and confidential access to the Chair of the Committee.

Meetings

33. The frequency of the meetings will be driven by the scale and nature of the business with the Committee meeting at least four times per year to enable it to discharge its duties adequately and effectively. The Chair of the Audit Committee may convene additional meetings, as they deem necessary.
34. All meetings of the Committee will be governed by the Councils Standing Orders and the Northern Ireland Code of Conduct for Councillors.
35. The Chief Executive, Director of Corporate Services and the **Assistant Director of Finance and Performance** will attend all meetings. Internal and External Audit will also be in attendance. The committee may also ask any other officials of the Council to attend to assist it with its discussion on any particular matter.

Communication and Reporting

36. The Committee will provide the Council and the Chief Executive with an Annual Report, timed to support the finalisation of the Annual Statement of Accounts, summarising its conclusions from the work it has done during the year.
37. The Committee will report to those charged with governance on the committee's findings, conclusions and recommendations concerning the adequacy and effectiveness of their governance, risk management and internal control frameworks, financial reporting arrangements, and internal and external audit functions.
38. The minutes of the Committee will be reported at a meeting of Council by the Director of Corporate Services or, in their absence, by an alternative official (of Council).

Declarations of Interest

39. A Declaration of Interests Register will be kept for all Committee Members. Each member should take personal responsibility to declare proactively any potential conflict of interest arising out of business undertaken by the Council.

AUDIT COMMITTEE TIMETABLE 2024/25

At each Audit Committee the following standing agenda reports will be presented to Members:

- Corporate Risk Register
- Directorate Risk Register to be tabled rotationally
- Prompt Payment Statistics
- Direct Award Contracts
- Update on Audit Recommendations
- Fraud and Raising Concerns Update
- Procurement Action Plan Update
- Internal Audit summary report detailing reviews completed and progress against the plan
- Update on Performance Improvement Plan
- Review of Circulars/NIAO Publications

The table below illustrates who should be attending pre-meeting of the Audit Committee and which reports we would typically expect to see at each Audit Committee meeting supplementing the standing agenda items listed above.

MEETING DATE	AGENDA
April/May Pre-meeting: -Chairperson -Members -Internal Audit -External Audit	<ul style="list-style-type: none"> • Proposed dates and times of Meetings for upcoming year • Review of Audit Committee Terms of Reference and timetable for the year • Internal Audit Follow up of the Prior Year Recommendations • Internal Audit Strategy & Annual plan • Internal Audit Annual assurance rating • Annual Review of Internal Audit and consideration of contract (if required, years 3 and 4) • External Audit Strategy (Financial) • Audit Committee self-assessment • Assessment of Audit Committee Chairperson's Performance • Draft Performance Improvement Objectives • Update of Members' interests
July Pre-meeting: -Chairman -Members	<ul style="list-style-type: none"> • Audit Committee Annual Report • NMDDC Assurance Framework and Code of Governance • Unaudited Financial Statements (including Annual Governance Statement) • NIAO Performance Improvement Audit Strategy • NMDDC Performance Improvement Plan
September Pre-meeting: - Chairperson - Members - Internal Audit - External Audit	<ul style="list-style-type: none"> • Recommend Approval of Audited Financial Statements • Draft Report to those Charged with Governance (RTTCWG) • Annual Assessment of Performance • Update of Members' interests

January/Febraury Pre-meeting: -Chairperson -Members	<ul style="list-style-type: none">• Final Report to those Charged with Governance (RTTCWG) – Financial• Annual Audit Letter from NIAO• NIAO S95 Report on the annual Audit of Performance
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Report to:	Audit Committee
Date of Meeting:	Thursday 23 May 2024
Subject:	Audit Committee Self-Assessment 2023/24
Reporting Officer (Including Job Title):	Ms Brona Slevin, Independent Chair of Audit Committee
Contact Officer (Including Job Title):	Ms Brona Slevin, Independent Chair of Audit Committee

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

For decision	x	For noting only	
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1.0 Purpose and Background

Similar to prior years, the Chair has completed a self-assessment exercise of the effectiveness of the Audit Committee on behalf of Elected Members, this year using a more up to date checklist namely CIPFA's Self-Assessment of Good Practice. The CIPFA checklist is the benchmark for best practice.

The Chair circulated the draft questionnaire to Members for comment in May 2024.

Based on CIPFA's Self-Assessment of Good Practice document and the responses to the related appendix, Members should be assured that the Audit Committee has been operating effectively for 2023/24. Attached for consideration and approval is a completed final self-assessment checklist.

2 Key Issues

- 2.1 Members will recall that in previous years certain recommendations arose arising from the National Audit Office self-assessment of the Audit Committee in order to strengthen the effectiveness of the Committee. These still apply and include the following:
- (a) As in prior years political parties were asked to consider appointing Elected Members for a term greater than one year, where possible, to enable knowledge and skills to be built up in this area. Members can see that CIPFA also recommend this and that there is a core knowledge and skills framework to ensure appropriate knowledge and skills exist. However, this cannot be established due to the changes in Members on the Audit Committee.
 - (b) training for all members of the Audit Committee to be progressed.
 - (c) Officers continue to strive to ensure Internal Audit reports are completed and reported on a timely basis to the Audit Committee.

	<p>(d) Officers continue to strive to ensure that all papers are provided on a timely basis to Democratic Services so that papers are issued in compliance with standing orders so that Members have sufficient time to review them</p> <p>Members will see from consideration of CIPFA's checklist that the following requires further work which would add to the effectiveness of the Committee:</p> <p>(a) The Terms of Reference will be revised in May 2024 and brought to the Audit Committee for approval to include reference to the Assurance Framework and the Ethical Framework.</p> <p>(b) The Audit Committee should consider how it adds value to the organisation and seek to consider other ways to do this in the future. Officers have been asked to bring forward any possible ideas.</p>
3.0	Recommendations
3.1	Members are asked to approve the contents of this Report.
4.0	Resource implications
	None
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>

5.3	<p><i>Proposal initiating consultation</i></p> <p>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 <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	<p>Due regard to Rural Needs (please tick all that apply)</p>
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	<p>Appendices</p>
	<p>Completed Self-Assessment Checklist 2023/24</p>
8.0	<p>Background Documents</p>

APPENDIX D

Self-assessment of good practice

This appendix provides a high-level review that incorporates the key principles set out in CIPFA's Position Statement and this publication. Where an audit committee has a high degree of performance against the good practice principles, then it is an indicator that the committee is soundly based and has in place a knowledgeable membership. These are the essential factors in developing an effective audit committee.

A regular self-assessment can be used to support the planning of the audit committee work programme and training plans. It can also inform an annual report.

Good practice questions		Yes	Partly	No
Audit committee purpose and governance				
1	Does the authority have a dedicated audit committee?	✓		
2	Does the audit committee report directly to full council? (applicable to local government only)	✓		
3	Do the terms of reference clearly set out the purpose of the committee in accordance with CIPFA's Position Statement?	✓		
4	Is the role and purpose of the audit committee understood and accepted across the authority?	✓		
5	Does the audit committee provide support to the authority in meeting the requirements of good governance?	✓		
6	Are the arrangements to hold the committee to account for its performance operating satisfactorily?	✓		
Functions of the committee				
7	Do the committee's terms of reference explicitly address all the core areas identified in CIPFA's Position Statement?			
	④ good governance	✓		
	④ assurance framework, including partnerships and collaboration arrangements		✓	
	④ internal audit	✓		
	④ external audit	✓		
	④ financial reporting	✓		
	④ risk management	✓		
	④ value for money or best value	✓		

Good practice questions		Yes	Partly	No
	④ counter fraud and corruption	✓		
	④ supporting the ethical framework			✓
8	Is an annual evaluation undertaken to assess whether the committee is fulfilling its terms of reference, and that adequate consideration has been given to all core areas?	✓		
9	Has the audit committee considered the wider areas identified in CIPFA's Position Statement and whether it would be appropriate for the committee to undertake them?			✓
10	Where coverage of core areas has been found to be limited, are plans in place to address this?	✓		
11	Has the committee maintained its advisory role by not taking on any decision-making powers that are not in line with its core purpose?	✓		
Membership and support				
12	Has an effective audit committee structure and composition of the committee been selected? This should include: ④ separation from the executive ④ an appropriate mix of knowledge and skills among the membership ④ a size of committee that is not unwieldy ④ consideration has been given to the inclusion of at least one independent member (where it is not already a mandatory requirement)	✓		
13	Have independent members appointed to the committee been recruited in an open and transparent way and approved by the full council or the PCC and chief constable as appropriate for the organisation?		✓	
14	Does the chair of the committee have appropriate knowledge and skills?	✓		
15	Are arrangements in place to support the committee with briefings and training?	✓		
16	Has the membership of the committee been assessed against the core knowledge and skills framework and found to be satisfactory?			✓
17	Does the committee have good working relations with key people and organisations, including external audit, internal audit and the CFO?	✓		
18	Is adequate secretariat and administrative support to the committee provided?	✓		

Good practice questions		Yes	Partly	No
Effectiveness of the committee				
19	Has the committee obtained feedback on its performance from those interacting with the committee or relying on its work?	✓		
20	Are meetings effective with a good level of discussion and engagement from all the members?	✓		
21	Does the committee engage with a wide range of leaders and managers, including discussion of audit findings, risks and action plans with the responsible officers?	✓		
22	Does the committee make recommendations for the improvement of governance, risk and control and are these acted on?	✓		
23	Has the committee evaluated whether and how it is adding value to the organisation?			✓
24	Does the committee have an action plan to improve any areas of weakness?	✓		
25	Does the committee publish an annual report to account for its performance and explain its work?	✓		

Report to:	Audit Committee
Date of Meeting:	May 2024
Subject:	Register of Members' Interests
Reporting Officer (Including Job Title):	Josephine Kelly, Director of Corporate Services
Contact Officer (Including Job Title):	Sarah Taggart, Democratic Services Manager (Acting)

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

For decision	For noting only	x
---------------------	------------------------	----------

1.0	Purpose and Background
1.1	<p>For Elected Members it is likely that from time to time private matters will impinge upon public duties. In such circumstances, Members should be aware that it is not appropriate to use public position or resources to deal with private matters or to pursue private interest.</p> <p>The Council has established a Register of Interests and by recording interests openly, any actual or potential conflicts of interest can be identified more easily.</p>
2	Key Issues
2.1	Councillors have a responsibility to regularly review their circumstances and determine if any change has occurred which should rightly result in a change to their declaration or facilitate the need for a new declaration. If this is the case, they should contact Democratic Services to have their form updated.
2.2	At the Audit Committee meeting in January 2021, it was agreed that Members should regularly review their Register of Interest Forms and that a six-monthly report be brought forward to the Audit Committee to ensure compliance.
2.3	An email has been sent to Members asking them to review and, if required, update their Register of Interest forms via Democratic Services. No return will indicate no requirement for update.
2.4	Democratic Services have updated the Council's website and there is now a link that now under each Members' photograph which will enable members of the public to more easily access Members' individual register
3.0	Recommendations
3.1	<p>That Members:</p> <p>a. Note the six-month review report.</p>

4.0	Resource implications
4.1	None identified
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>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 <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>

7.0	Appendices
	None
8.0	Background Documents
	None

Report to:	Audit Committee
Date of Meeting:	23 May 2024
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

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

For decision	X	For noting only	
1.0			Purpose and Background
1.1			The Corporate Risk Register was reviewed and updated by SMT on 14 May 2024. Quarter 4 Assurance Statements for 2023-24 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			<p>Corporate Risk Register</p> <p>The Council has identified 12 corporate risks, 6 of which are red, 5 of which are amber and 1 of which is a yellow level risk. No new risks have been added to the Risk Register.</p> <p><u>Appendix 1</u> 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 January 2024.</p> <p>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.</p> <p>The updated Corporate Risk Register is attached at <u>Appendix 2</u>.</p>
2.2			<p>Other Risk factors which were considered</p> <p>No further risk factors considered for this quarters update.</p>
2.2			<p>Directorate Risk Register – Corporate Services (CS)</p> <p>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 for the CS Directorate is attached at Appendix 3. The Risk Register was reviewed and updated with the Assistant Directors and Director of CS on the 10 April 2024.</p>
2.3			<p>Within the CS Directorate Risk Register, 5 risks have been identified, 2 of which are red and 3 which are amber level risks. These risks cover a range of service areas and functions.</p> <p>The CS Risk Register will be updated on a regular basis and considered by the Audit Committee annually.</p>

3.0	Recommendations
3.1	<p>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.</p> <p>To note the revised CS Directorate Risk Register summary at Appendix 3 and detailed CS Directorate Risk Register at appendix 4.</p>
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	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>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 <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i> Consultation not required.</p>
6.0	Due regard to Rural Needs (please tick all that apply)

6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input type="checkbox"/></p>
7.0	Appendices
	<p>Appendix 1: Summary Sheet – Corporate Risk Register – May 2024</p> <p>Appendix 2: Corporate Risk Register – May 2024</p> <p>Appendix 3: Summary Sheet – CS Directorate Risk Register – May 2024</p> <p>Appendix 4: CS Directorate Risk Register – May 2024</p>
8.0	Background Documents
	<p>None</p>

NMDDC Corporate Risk Register Cover Sheet - May 2024

Risk	Description	Risk Owner(s)	Gross Risk Score	Jan-24	May-24		Comments
				Residual Risk Score	Revised Residual Risk Score		
CR01	Failure to deliver the capital investment programme for the District	SMT Caolain Boyd	25	20	20	↔	Risk score remains unchanged. Actions have been updated. New control in relation to Gateway Reviews. Capital Plan Process to be presented to SFWG in May 2024.
CR02	Non-compliance with legislative requirements, including procurement	Josephine Kelly Sinead Murphy	25	20	20	↔	Risk score remains unchanged. Actions have been updated.
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	16	16	↔	Residual risk remains unchanged - actions have been updated. Internal Audit review on overturn planning Decisions completed and will be presented to May 2024 Audit Committee.
CR05	Failure to adequately deliver future efficiencies and improvements	Marie Ward Josephine Kelly	20	16	16	↔	Residual risk remains unchanged - actions have been updated. PFF now complete and a new action in relation to a Digital Strategy for Council.
CR06	Failure to adequately react to a major incident which would minimise any negative consequences/impact	SMT Caolain Boyd	25	8	8	↔	Residual risk remains unchanged - new action in relation to a reviews of Risk Assessment and Training.
CR07	Failure to implement an economic development programme to regenerate the district and attract inward investment due to financial uncertainties caused by the current economic and political climate, including the Windsor Framework	Marie Ward Conor Mallon	20	16	16	↔	Risk Score remains unchanged and all actions now updated. The Enhanced Flood Support Scheme grants are currently being assessed.
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 that Council does not adequately react to the Economic Shocks facing the district, therefore failing in its objectives to regenerate and build a prosperous district due to the inability of Council to be financially sustainable in the long term	Senior Management Team	25	20	20	↔	Risk score remains unchanged and actions now updated. New action in relation to the Warrenpoint Port and securing funding following the full implementation of the Windsor Framework.
CR10	Failure to effectively plan for and manage a cyber security attack.	Josephine Kelly Gavin Ringland	25	20	20	↔	Residual risk remain unchanged - actions and controls updated. Risk Score cannot be reduced until the IT services project is complete. New action in relation to upgrading virtual servers.
CR11	Risk of Industrial Action impacting on Service Delivery	Senior Management Team	25	20	15	↓	Risk Score now reduced, an agreement has been reached between Management and the Joint Trade Unions on 28 February 2024.
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.

1.

Risk Matrix

NMDDC operate a 5 x 5 risk matrix. The risk matrix will help with making decisions about the significance to the Council of each identified risk and whether each one should be accepted or treated.

IMPACT	Catastrophic Potential immediate or future harmful impact to the Council. SMT required to make major adjustments to plans and/or resource allocations.	5	10	15	20	25
	Major Substantial departure from best practices and standards. Consequences can be managed with moderate additional resources and/or managerial effort.	4	8	12	16	20
	Moderate Limited impact. Consequences can be managed with limited additional resources and/or managerial effort.	3	6	9	12	15
	Minor Very limited impact. Consequences can be managed under normal operating conditions.	2	4	6	8	10
	Not Significant No impact on normal operating procedures.	1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Very Likely
		Has happened rarely or never before.	Has happened rarely or never before.	Likely to happen at some point within the next 2-3 years. Circumstances occasionally encountered (annual).	Likely to happen at some point within the next 1-2 years. Circumstances occasionally encountered (few times a year).	Regular occurrence. Circumstances frequently encountered - Daily / weekly / monthly.
		LIKELIHOOD				

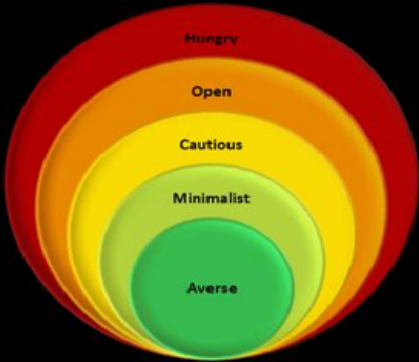
Risks are assessed on a scale of 1-5 in terms of both likelihood and impact, which results on the following risk ratings outlined below;

LOW	MODERATE	HIGH	SEVERE
-----	----------	------	--------

NMDDC Risk Appetite Statement

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

- Averse:** Avoidance of risk and uncertainty is a key organization objective.
- Minimal:** Preference for ultra-safe options that are low risk and only have a potential for limited reward.
- Cautious:** Preference for safe options that have a low degree of risk and may only have limited potential for reward.
- Open:** Willing to consider all potential options and choose the one most likely to result in successful delivery, while also providing an acceptable level of reward and value for money.
- Hungry:** Eager to be innovative and to choose options offering potentially higher business rewards, despite greater inherent risk.



1. Corporate Risk Register NMDDC

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

Consequence	5					G	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 Governance Arrangements not being adhered to Projected timelines too optimistic Delays due to the statutory approvals process Lack of awareness in staff and managers Lack of resources - economic downturn/recession Funding reduced/withdrawn, timescales extended leading to increased costs Impact of the pay award and inflation on the financial viability of the capital plan going forward Consequence Impact on service delivery Financial impact - inflationary pressures / pay demands Legal challenge / Negative PR Impact on quality/cost of projects Future reduction on the capital budget Reputational damage Risk Owners Caolain Boyd; Senior Management Team Gross/Inherent Risk Red 25 Residual Risk Red 20 Target Risk Level Yellow 9
	4					R	
	3			T			
	2						
	1						
		1	2	3	4	5	
Probability							Last Review 5/14/2024 Next Review 8/14/2024 Risk Appetite Risk Open

Objectives

- 1. Invest in and support new and growing businesses, job creation and employment skills
- 6. Promote the revitalisation of our city, towns, villages and rural communities.
- 7. Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

- 1. Asset Management Strategy in Place to identify surplus assets
- 1. Monthly review of spend against budget
- 1. Professionally qualified and experienced staff
- 2 Project risk register in place for major projects
- 2. Capital Plan annually approved at Council
- 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. 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
Capital Plan Cash Flow forecasting	Detailed cash flow of Council capital plan was brought to SFWG in December 2023 to display to Members the scale of the capital Programme and communicate when Council's big outlay will be required.	In Progress	Gerard Byrne	7/31/2024	Work is continuing on estimating the MRP/Loan payments over the life of our capital Programme. New Capital Plan Process to go to be presented to SFWG in May 2024. Contact to be made with UKIB by the AD of Finance and Performance.
Construction Industry - Material Shortages and Price Increases - Potential Impact to our capital Plan	NI central government have informed me that the Dept of Finance is being lobbied by the construction industry to contribute to the unforeseen increase in material costs for those construction projects (large value) which were awarded in advance of the recent price spikes, as well as term service contracts with fixed rates for undertaking works.	In Progress	Caolain Boyd	7/31/2024	Were possible during the design stage utilise building materials that meets the OBC estimates using value engineering and value management when appropriate. Incorporate Contract Clauses X1 Price adjustment for Inflation to ensure contracts are not overpriced and council are not paying a premium for non encountered risks.
Supplier/Contractor Options	AD of Capital Projects and Procurement currently looking a number of options to counter act the over reliance on a small number of Contractors/Suppliers/PMs in NI	In Progress	Caolain Boyd	7/31/2024	Council has put more stringent Pre-Qualification Questionnaire criteria to ensure construction line value and project cashflow is stress tested prior to award

Risk CR. 02 - Non-compliance with legislative requirements, including procurement

Consequence	5				R	G	Risk Categories Business operational/reputational Impact on individuals (staff or public) Statutory Duty (Legal/Regulatory) Risk Description Failure to have the necessary policies and procedures in place with staff adequately trained to ensure legislative compliance. This includes complying with Procurement legislation, health and safety and fire risk assessments. best practice. 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. 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).
	4		T				
	3						
	2						
	1						
		1	2	3	4	5	
Probability							
							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 5/14/2024
							Residual Risk Red 20
							Next Review 8/14/2024
							Target Risk Level Yellow 8
							Risk Appetite Risk Averse

Objectives

7. Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

- 1. Asbestos and Legionella Policies and Management Plans in place
- 1. Dedicated skilled teams in place for:
 - Health and Safety, HR, Legal and Procurement
- 1. Health and Safety Committees in place and ongoing programme of training in place
- 1. Policies and procedures in place - i.e H&S Policy, Procurement Policy, Access to Information, Capital Projects etc
 - 1. Procurement training rolled out to all relevant staff
- 2. Compliance Reporting to SMT and H&S Committees
- 2. Procurement a standing agenda item at Councils Audit Committee
- 3. Internal Audits Completed and Scheduled going forward annually.

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Actions from Fire Risk Assessment Audits	The actions from the Fire Risk Assessments which have been completed need to be actioned as soon as possible for all Council properties by the Facilities Management and Maintenance Department.	In Progress	Conor Sage	7/31/2024	Council is currently recruiting (second time) for a Compliance Officer to improve the management of compliance issues. The current level of risk regarding fire risks in our buildings is considered Low. The Fire Risk Management Policy has been approved and effective since 12th March 2020, however 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. In relation to fire alarms inspections are likely to highlight a programme of work to upgrade some systems. The Council's Building Maintenance team continue to address 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	7/31/2024	An external review has been undertaken and an independent Report from by external body has been received and considered by the Directors of Corporate Services (CS) and Sustainability & Environment (SE). An action plan is being formulated. A revised Facilities Management Cross Service Working Group has been established under the Chairmanship of the Directors of CS and S&E. Where appropriate updates from the Working Group will be provided to the Corporate Health and Safety Committee.

Asbestos Policy and Management Plans	Implementation of Asbestos Policies and Management Plans	In Progress	Conor Sage	7/31/2024	<p>The current level of risk for asbestos, is considered Low. All buildings have been surveyed and no significant risks have been identified which cannot be managed through good building practices.</p> <p>A Contractor was appointed in October 2020 for a three-year period to undertake inspections, air sampling, training and related asbestos consultancy work. There was a defined year 1, 2 and 3 work programmes. An occurrence of asbestos has been identified associated with the Downshire Civic Centre and is being managed in line with the policy. Contract documents currently being reviewed for a new tender for Asbestos Surveys. Asbestos reinspection surveys are now due for completion. Asbestos Management Policy is now due for review.</p>
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	5/31/2024	<p>E Learning is promoted throughout the organisation, however it should be noted that there is currently a joint Council E Learning platform contract in place that is lead by LCCC.</p>
Insurance	CMT to ensure that Council Properties and Vehicles are adequately covered and schedules are up to date	In Progress	Sinead Trainor	6/30/2024	<p>Work currently underway to validate Councils Operators License against Councils fleet insurance schedule. SMT has approved the recruitment of an Insurance Officer which is progressing.</p>
Legionella Policy and Management Plan	Implementation of Legionella Policies and Management Plans	In Progress	Conor Sage	7/31/2024	<p>The current level of risk for legionella is considered Medium.</p> <p>A STA is currently in place to undertake legionella control measures on behalf of the Council. This comprises monthly, quarterly, six monthly and annual inspections and works. Current Contract being reviewed for retendering. Council officers are investigating remote monitoring which will be tabled in November 2023. Legionella Management Policy is now due for review.</p>
Social Procurement Policy	Council to consider bringing in a social procurement policy following the guidance issued by the Minister of Finance in June 2021.	In Progress	Caolain Boyd	12/31/2024	<p>Legislation to be reviewed to determine if this is possible while adhering to Public Contract Regulations. Procurement team are liaising with the LG Procurement Working Group. Council is currently adhering to legislative requirements. Procurement Policy to be reviewed in October 2024 when new procurement legislation is introduced.</p>

Risk CR. 03 - Failure to effectively manage waste

Consequence	5				R	G	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 With high CPI price increases the budget for waste management is likely to be insufficient for the 2023/24 year. Risk Owners Sinead Murphy Gross/Inherent Risk Red 25 Residual Risk Red 20 Target Risk Level Yellow 9
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Probability							Last Review 5/14/2024 Next Review 8/14/2024 Risk Appetite Risk Cautious

Objectives

- 2. Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities.
- 7. Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

- 1. Contingency Plans in place
- 1. Long term Waste Strategic Plan in place
- 1. Partnership working with key stakeholders
- 3. Internal Audits Completed;
Fleet Management /Fuel Management procedures / Waste Management 2021/22
- 3. Internal Audits Scheduled;
Waste Management - 2021/22

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
arc21 Waste Management Group	Following the May 2022 refusal to grant arc21 planning permission for their residual waste project and the requirement to recycle 70% by 2030 as per the Climate Change Bill and the Circular Economy package coupled with governance and internal issues within arc21 the long term viability of the group is now very questionable.	In Progress	Sinead Murphy	6/30/2024	Arc21 are carrying out their own startegic review of themselves the results of which may be known by the end of March 2024. NM&D have had an opportunity to input. Consideration needs to be given as to how the Council would participate in any successor body to arc21. This could have staffing implications for the Council should the Council decide to provide the functions currently provided by arc21 themselves. These resource implications would at least in part be offset by the arc21 contribution which in 2022/23 was some £156k.
Internal Waste Management Planning	Council waste management planning is driven by a number of internal and external factors including the introduction of legislation such as the Climate Change Act (Northern Ireland) 2022, Extended Producer Responsibility, Deposit Return Scheme and Common Collection Systems.	In Progress	Sinead Murphy Sinead Trainor	6/30/2024	Ongoing but stayed as there have been delays to the introduction of Deposit Return Scheme. Common Collection Systems may require legislation which cant be progressed without a sitting Assembly. Response to DAERA consultation "Rethinking our resources: Measures for Climate Action and a Circular Economy in NI" currently being prepared.
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	6/30/2024	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.
Waste Management Plan	The Waste Management Plan is organised by ARC 21. The Council is required to feed into and approve ARC 21s Waste Management Plan.	In Progress	Sinead Murphy	6/30/2024	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. It is now understood that in the absence of a Mionister DAERA will not now be consulting on a draft Waste Management Strategy for NI by the end of 2023; the publication of which would better inform the Councils Waste Management Plans.

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

Consequence	5					G	Risk Categories Business operational/reputational Financial Quality of Service Risk Description Failure to provide robust and timely planning decisions Potential Root Cause Ineffective and/or inadequate resources Planning Legislation not being followed Ineffective technology - EPIC system changes - challenges of introducing new planning portal and associated training. 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 Gross/Inherent Risk Red 25 Residual Risk Amber 16 Target Risk Level Yellow 9
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Probability							Last Review 5/14/2024 Next Review 8/14/2024 Risk Appetite Risk Open

Objectives

- 3. Enhance, protect and promote our environment
- 6. Promote the revitalisation of our city, towns, villages and rural communities.

Key Controls Identified

- 1. Action plan in place to reduce backlog
- 1. Increase in employee numbers
- 1. Ongoing training for officers and members
- 2. Dedicated Planning Committee in operation
- 2. Local Development Plan developed and timetable agreed
- 2. Quarterly report to Committee on progress against action plan
- 2. Scheme of Delegation in place to facilitate timely planning decisions

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	7/31/2024	<p>in 22/23 NMD received 1478 applications, 13.2% of total NI applications excluding CLUDs and non material change applications which bring the total to 1781. Average processing times for 22/23 across Councils was 19 weeks with Newry, Mourne and Down at 21.6 weeks. During 2021/22, Newry, Mourne and Down received the highest number of applications at 1,781. The new Planning Portal was implemented during 22/23 and disrupted normal processes for 4 – 6 weeks adding to backlog challenges, work is ongoing to monitor performance within the department to improve efficiency. Comparable stats for 23/24 are not yet available however mid term assessments show that processing times remain challenging and new application numbers have increased despite a general trend downwards in most other Council areas. Recruitment to backfill vacancies has been completed and staff have commenced taking up posts in December 2023 - Feb 2024. Absence management process is utilised to manage all absences as per Council policy.</p>
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	7/31/2024	<p>Audit is now complete and will be tabled at the May 2024 Audit Committee with key recommendations to be implemented thereafter as per greed action plan.</p>
IT infrastructure	Upgrade of technical IT infrastructure (EPIC Replacement)	Completed	Jonathan McGilly	7/31/2024	<p>Operational from December 2022 – work is ongoing to fine tune performance of new system to improve user friendliness and efficiency through direct engagement with staff at all levels and stakeholder groups. The enforcement modules are now a priority action and this likewise will be managed via NI officer working groups co-ordinated by ICF</p>
Regional Planning Review	The Public Accounts Committee issued a regional report on Planning in Northern Ireland on 24 March 2022	In Progress	Conor Mallon	7/31/2024	<p>Work also ongoing through the Local Government Development Management Working Group - Planning Improvement - PADS. Through a series of Planning Improvement Plans developed via Heads of Planning Working Groups in consultation and engagement with DfI, SOLACE have agreed a series of actions to improve the Planning prcess in conjunction with PAC and DfI.</p>

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

Consequence	5						<div> <div>Risk Categories</div> <div> Business operational/reputational Financial Impact on individuals (staff or public) Quality of Service </div> </div> <div> <div>Risk Description</div> <div>Failure to adequately deliver future efficiencies and improvements</div> </div> <div> <div>Potential Root Cause</div> <div> Difficulty recruiting key positions in Councils Management Team 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. </div> </div> <div> <div>Consequence</div> <div> 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 </div> </div> <div> <div>Risk Owners</div> <div>Josephine Kelly; Marie Ward</div> </div> <div> <div>Gross/Inherent Risk</div> <div>Red 20</div> <div>Last Review</div> <div>5/14/2024</div> </div> <div> <div>Residual Risk</div> <div>Amber 16</div> <div>Next Review</div> <div>8/14/2024</div> </div> <div> <div>Target Risk Level</div> <div>Yellow 9</div> <div>Risk Appetite</div> <div>Risk Hungry</div> </div>
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Probability							

Objectives	Key Controls Identified
7. Provide accessible, high-quality and integrated services through continuous improvement	1. PFF now complete 2. IT Project Group in place and meets regularly 2. IT Strategy in place

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Digital Strategy	Digital Strategy currently being drafted	In Progress	Josephine Kelly	8/31/2024	Work is underway to develop a Digital Strategy for Council
New HR System	New Self Service Human Resource Management system to be procured	In Progress	Marina Hughes Josephine Kelly	7/31/2024	The Business Case for the procurement of new systems has been reviewed following changes to the eLearning system and OH provider changes and is almost complete
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	5/31/2024	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. A full list of Service Reviews is being collated to ensure resources are appropriately directed to undertake the work required.
Voluntary Severance Call	Roll out of a voluntary severance call to communicated to staff	Completed	Senior Management Team	5/31/2024	The Business Administration and Tier 3 severance schemes 3 have now completed with all exit dates agreed.

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

Consequence	5					G	Risk Categories Buildings / Engineering / Environment Business operational/reputational Impact on individuals (staff or public) Statutory Duty (Legal/Regulatory)	
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Probability							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 Litigation - civil/criminal increased insurance premiums	
							Risk Owners Sinead Murphy; Senior Management Team	
							Gross/Inherent Risk Red 25	Last Review 5/14/2024
							Residual Risk Yellow 8	Next Review 8/14/2024
							Target Risk Level Green 4	Risk Appetite Risk Averse

Objectives

7. Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

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

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Documenting Business Continuity Plans	BCPs to be documented for each Service Area	In Progress	Gavin Ringland Sinead Trainor	6/30/2024	Revision of all Departmental BCP's was completed in July 2023 and is ongoing
Independent External Review of Flooding Incident	Independent review to be carried in the coming months of all statutory agencies	In Progress	Sinead Murphy	7/31/2024	Council engaged with an independent external review of the recent flooding incident along with all other statutory partners. When report is issued, Council will implement any recommendations or learning from the review.
Northern Ireland Emergency Planning Structures	Officers will continue to attend and contribute to the NI Emergency Planning Structures.	In Progress	Senior Management Team	6/30/2024	Council is represented at NIEPS were any upcoming incidents will be 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	7/31/2024	Information is currently being collated through Councils Corporate Management Team.

Risk

CR. 07 - Failure to implement an economic development programme to regenerate the district and attract inward investment due to financial uncertainties caused by the current economic and political climate, including the Windsor Framework

Consequence	5						Risk Categories	Impact on individuals (staff or public) Quality of Service		
	4				R	G	Risk Description	Failure to implement an economic development programme to regenerate the district and attract inward investment due to financial uncertainties caused by the current economic and political climate, including the Windsor Framework.		
	3			T			Potential Root Cause	Failure to engage stakeholders (public and private sector) Inflationary pressures and cost of living crisis. FFNI - NMDDC is lead Council with operations team - increased risk Impact of the City Deal 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		
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Probability										
							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	5/14/2024
							Residual Risk	Amber 16	Next Review	8/14/2024
							Target Risk Level	Yellow 9	Risk Appetite	Risk Hungry

Objectives

1. Invest in and support new and growing businesses, job creation and employment skills
4. Support sustainable forms of tourism which value our environment and cultural heritage.
6. Promote the revitalisation of our city, towns, villages and rural communities.
7. Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

1. FFNI Digital Transformation Projects underway
1. Regeneration and Economic Development Strategy 2020-25 in place
2. Engagement with other Councils, other Departments, NILGA and the Private Sector through the Chamber of Commerce
2. Establishment of Economic Forum including public and private sector stakeholders
3. Internal Audits Completed and Scheduled going forward - including the Enhanced Flood Support Scheme grant

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
City Deals	Actively engage in Belfast Region City Deal	In Progress	Conor Mallon Marie Ward	9/30/2024	<p>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. The NCCR projects are both currently out to tender for construction.</p>
Full Fibre Network NI (FFNI)	Delivery of Digital Infrastructure and Digital Related projects under the FFNI Consortium / NMDDC	In Progress	Conor Mallon	7/31/2024	<p>Digital Transformation Flexible Fund: FFNI Operations team responsible for centralised implementation and delivery of this programme across all Council areas. The project offers grants to micro and smalll enterprises. Grant value to businesses max £20k. Total value of funding £7.5m from the Complementary fund and DAERA (£1.1M). NMDDC is the lead Council for this project under FFNI. Invest NI is the Investment Decision Maker.</p> <p>Development and delivery of the BRCD Digital Pillar projects including proposed Regional Innovation Hub for NMDDC.</p> <p>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. Barrier Busting team to be established to promote rollout of advanced technologies which underpins Councils Digital Transformation activities and projects under the City and Growth deals.</p> <p>LFFN/ RGC - Ongoing benefits realisation and management information tracking of DCMS funded fibre installed across 887 public sector sites in Northern Ireland. NMDDC lead Council via FFNI Consortium. Data is required to be monitored for 5 years as per DCSM grant agreement. IT dept are currently engaging 3rd parties to put the fibre into use.</p>
Provide Flood Recovery Support to Local businesses in impacted areas of the Disitrit	Administering funding provided by UK Treasury for Businesses impacted by flooding in November 2023	In Progress	Sonya Burns Conor Mallon	6/30/2024	<p>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. The Enhanced Flood Support Scheme grant applications are currently being assessed.</p>

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	Conor Mallon	7/31/2024	NMDDC is a delivery partner for Go Succeed, the service is funded by UK Government UKSPF. Belfast City Council is leading on contract management and administration. Enterprise NI and Full Circle are contracted to deliver pillars of the programme on behalf of NMDDC. Implementation was delayed which has significantly impacted on Council's statutory job creation targets for Q3-4 2023/4. DfE increased Council's statutory job creation from 155 to 170 in June 2023 at a time of delivery flux. Council has not achieved its statutory targets for 23/24. Delivery against Larbour Market Partnership Action Plan concluded in March 2024. An action plan for delivery was submitted to DfC in February for consideration. Funding for LMP is under review.
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	3/31/2024	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.

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

Consequence	5		T		R	G	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
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Probability						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	Last Review 5/14/2024
						Residual Risk Red 20	Next Review 8/14/2024	Risk Appetite Risk Minimal	

Objectives

- 2. Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities.
- 8. Advocate with others for the benefit of all people of the district.

Key Controls Identified

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

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Return to Work interviews	The completion rate of RTW is very low presently.	In Progress	Marina Hughes	6/30/2024	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. An attendance management audit was undertaken in December 2023. The draft report has been provided to management with satisfactory assurance. Agreed actions will be taken forward in 24/25, in particular a review of the management of RTW meetings for long term absence.
Training	All Managers must complete Managing Attendance training on the Councils e-learning platform	In Progress	Marina Hughes	6/30/2024	The new provider has been appointed and HR will work with them to establish robust processes which contribute to reduction in sickness absence durations. An attendance management audit was undertaken in December 2023. The The draft report has been provided to management with satisfactory assurance. Agreed actions will be taken forward in 24/25, particularly in relation to mandatory attendance management training and refresher training.

Risk

CR. 09 - Risk that Council does not adequately react to the Economic Shocks facing the district, therefore failing in its objectives to regenerate and build a prosperous district due to the inability of Council to be financially sustainable in the long term

Consequence	5				R	G	<div><div>Risk Categories</div><div>Business operational/reputational Financial Quality of Service Statutory Duty (Legal/Regulatory)</div><div><div>Risk Description</div><div>Risk that Council does not adequately react to the Economic Shocks facing the district, therefore failing in its objectives to regenerate and build a prosperous district due to the inability of Council to be financially sustainable in the long term</div></div><div><div>Potential Root Cause</div><div>Inflation and rising utility costs Political uncertainty - RSG cuts Environmental Services - Loss of income (SEUPB/PHA) Leisure - significant loss of Leisure centre income and members going forward Community - Loss of income at community centres / difficulty in progressing financial assistance claims / uncertainty over PEACE funding Impact on Capital Projects - funding reduced/withdrawn, timescales extended / increased costs - capital budget may be reduced going forward Loss of Ratepayers income TU Demands in relation to staff pay and the recurring costs into the future Potential Banking Crisis Impact of the Windsor Framework and funding for the services at Warrenpoint Port</div></div></div>
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Probability							
							<div><div>Consequence</div><div>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</div></div>
							<div><div>Risk Owners</div><div>Senior Management Team</div></div>
							<div><div>Gross/Inherent Risk</div><div>Red 25</div><div>Last Review</div><div>5/14/2024</div></div>
							<div><div>Residual Risk</div><div>Red 20</div><div>Next Review</div><div>8/14/2024</div></div>
							<div><div>Target Risk Level</div><div>Yellow 9</div><div>Risk Appetite</div><div>Risk Open</div></div>

Objectives

- 1. Invest in and support new and growing businesses, job creation and employment skills
- 2. Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities.
- 6. Promote the revitalisation of our city, towns, villages and rural communities.
- 7. Provide accessible, high-quality and integrated services through continuous improvement
- 8. Advocate with others for the benefit of all people of the district.

Key Controls Identified

- 1. Monthly Management Accounts completed by Finance
- 2. Multi agency Community Hub
- 2. Service and Business plans now in place
- 2. Working with ALFCO around a Council wide position to DfC and DoF
- 3. Internal Audits Completed and Scheduled going forward

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Food Standards Agency Funding - Warrenpoint Port	To ensure efficient delivery of statutorily required of food import checks on relevant Agri-Food goods entering Northern Ireland at Warrenpoint port following the full implementation of the Windsor Framework	In Progress	Sinead Murphy Sinead Trainor	8/31/2024	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, Management are working with Central Government to ensure funding will be in place for future years.
Management Accounts	Embedding a culture of reporting on variance analysis and budget accountability.	In Progress	Gerard Byrne Josephine Kelly	7/31/2024	ADs provide variance analysis going forward on a quarterly basis on their own Service Areas. This will feed into the Quarterly Management Accounts which are presented to SP&R. Quarterly budget meetings are to take place with Directorates, led by the DCS and AD of Finance & Performance. Internal Audit of the Management Accounts process completed in January 2024 with a satisfactory assurance. Management Accounts Procedure to be revised and strengthened., particularly in realtion to capital reporting.
Rates Support Grant	Director of Corporate Services to write to the Minister of Finance and Communities about the reduction of the Rates Support Grant and to ascertain the grant will not be reduced going forward	In Progress	Gerard Byrne	5/31/2024	The Department for Communities Minister has agreed that an independent review of the Rates Support Grant should now take place and be completed by October 2024. The 7 impacted Councils are meeting in May 2024 to discuss. •whether the RSG remains fit for purpose i.e. does the 'need' it sought to meet still exist. •does the original policy intent remain relevant. •does the provision of the RSG meet the needs of people in the districts receiving the Grant; are there other existing funding streams that meet the need originally identified; and •what is the RSG used for by councils – e.g. service provision or specific programmes to tackle deprivation etc.
Strategic Finance Working Group - rates process 2025/26	Strategic Finance Working Group to be established for new term of Council.	In Progress	Gerard Byrne Josephine Kelly	9/30/2024	SFWG now established for new term of Council. All Members can attend in relation to the Rates Estimate Process for 2025/26. New Capital Process to be presented in May 2024.

Treasury Advice - Banking	The fallout from Silicon Valley Bank has quickly sparked international concerns and more uncertainty arose after Credit Suisse also collapsed. The turmoil in global markets fuel fears that this could mark the start of the next financial crisis.	In Progress	Gerard Byrne Josephine Kelly	6/30/2024	While we closely monitor market conditions, we are meeting with our Treasury Advisors in relation to our current Banking and Money Market arrangements and their exposure to a financial crisis. AD of Finance & Performance attended NI wide briefing on Treasury Management in December 2023. Another meeting has been scheduled in May 2024 regarding new borrowing requirements.
Working Groups	Multiple Officer groups discussing these financial concerns on a regular basis.	In Progress	Gerard Byrne Senior Management Team	9/30/2024	CEO attends Solace and the AD of Finance & performance attends the Council wide Finance Working Group and ALGFO. AD of Finance & Performance and the CEO have also met with our Treasury Advisors 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

Consequence	5				R	G	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 Josephine Kelly; Gavin Ringland Gross/Inherent Risk Red 25 Residual Risk Red 20 Target Risk Level Yellow 9	
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Probability								

Objectives

7. Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

- 1. Agile working policy now in operation from 12 September 2022
- 1. Back up arrangements
- 1. Business Continuity Scenario Planning
- 1. Participation in threat intelligence networks
- 1. Penetration testing and vulnerability scanning
- 1. Phishing simulation and learning exercises
- 1. Technical security controls and arrangements
- 2. Engagement with Cyber bodies
- 2. National Cyber Secuirty training
- 3. Internal Audits Scheduled completed in 2021/22 and an action plan in place

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	6/30/2024	Critical and Priority Services currently being prioritised via scenario planning - being managed by the SHEP Department.
Cyber Incident Response/Disaster Recovery	Establish and test cyber incident response and disaster recovery capabilities	In Progress	Gavin Ringland	6/30/2024	Event Scenarios and PlayBooks are being continually tested and refined where confidence of no-impact is high. Deep impact testing will be completed and as part of the Computing Platform (formerly IT Services) project, currently in implementation phase, due to complete by June 2024.
IT Strategy	Implement additional security tools including multifactor authentication, conditional access and modern authentication where possible and appropriate	In Progress	Gavin Ringland	3/31/2025	Remote access to LAN completely MFA. MFA and conditional access to Office 365 complete. MFA also enabled on many Line of Business Systems, including IDOX. Single Sign On (SSO) implemented on numerous systems. Currently implementing LAPS, InTune, Defender and PAM with a view to having at least two such solutions implemented by June 2024. New Mobile Worker solution which forms part of new WAN arrangements due to be implemented by July 2024.
Training / Development Plans	Training to increase User Resilience	In Progress	Gavin Ringland	3/31/2025	In-person training was delivered to All Staff and Elected Members in 2023. A new eLearning campaign on Cyber Security commenced in October 2023 running through October 2024. Testing of user resilience will continue with enhanced training delivered to those deemed higher risk with statistics reported to Senior Management Team.
Upgrade Virtual Servers	Upgrade the Operating Systems, database engines and on-premise applications to latest supported and stable versions	In Progress	Gavin Ringland	3/31/2025	To start upon completion of the Computing Platform project

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

Consequence	5		T	R		G	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
	4						
	3						
	2						
	1						
		1	2	3	4	5	
Probability							Risk Owners Senior Management Team
							Gross/Inherent Risk Red 25
							Residual Risk Amber 15
							Target Risk Level Yellow 10
							Last Review 5/14/2024
							Next Review 8/14/2024
							Risk Appetite Risk Averse

Objectives

- 2. Continue to improve the health and wellbeing of everyone in the district and reduce health inequalities.
- 7. Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

- 1. Detailed budgeting process in operation
- 1. Qualified HR, IT & Finance professionals in place
- 2. Agreement was reached between MS and JTUS on 28 February 2024
- 2. External Facilitator engaged
- 2. LRA Conciliation Process

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Labour Relation Agency (LRA) Conciliation Process	Negotiations have been ongoing since March 2023 to resolve current industrial relations dispute, with the assistance of the LRA	Completed	Senior Management Team	6/30/2024	Agreement was reached between MS and JTUS on 28 February 2024. Work has commenced on an industrial Relations Framework and an agreed Workplace between MS and JTUS.
Rebuilding the Industrial Relations (IR) Framework	Agreement is in place between Management and the Joint Trade Unions, to work with an external facilitator, to rebuild the IR Framework and processes in NMDDC	In Progress	Josephine Kelly	6/30/2024	Agreement was reached between MS and JTUS on 28 February 2024. Work has commenced on an industrial Relations Framework and an agreed Workplace between MS and JTUS.

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

Consequence	5						Risk Categories	
	4			T	R	G	Risk Description	
	3						Potential Root Cause	
	2						Consequence	
	1						Risk Owners	
		1	2	3	4	5	Gross/Inherent Risk	
Probability							Residual Risk	Target Risk Level
							Last Review	Next Review
							Risk Appetite	

Objectives		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	8/31/2024	<p>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.</p> <p>The recruitment processes for the Director posts have been completed and the Directors are in place. The recruitment of a number of AD posts as part of PFF has been completed. There are currently three posts at Assistant Director that are in the process of being recruited. However it should be noted that there are still challenges across the Directorates on a number of posts at different levels. A draft action plan / timetable of service reviews has been provided to the Trade Unions. Work is progressing. A full list of Service Reviews is being collated to ensure resources are appropriately directed to undertake the work required.</p> <p>Impact of pause on recruitment due to service reviews will be assessed by management with the support of HR.</p>
Service Reviews	Service Reviews are currently being looked at in line with paper which was approved at SP&R.	In Progress	Senior Management Team	6/30/2024	

NMDDC Corporate Services Directorate Risk Register Cover Sheet - May 2024

Risk	Description	Risk Owner(s)	Gross Risk Score	Apr-23	May-24		Comments
				Residual Risk Score	Revised Residual Risk Score		
CS01	Risk of breaching Information Governance Rules and Regulations (eg. FOI / EIR / DPA / RM)	Veronica Keegan / Edel Cosgrove	25	16	20	↔	Risk score increased and actions have been updated.
CS02	The Council may not prevent or detect fraud, bribery &/or corruption leading to financial loss & reputational damage	Gerard Byrne	20	12	12	↔	Risk score remains unchanged. Actions have been updated.
CS03	Inappropriate communications on corporate media channels has a negative impact on service delivery and the reputation of the Council	Veronica Keegan	16	8	8	↔	Residual risk remains unchanged - actions have been updated.
CR04	Breach of legislation / legislative challenge in relation to the procurement of goods and services and works	Caolain Boyd	20	20	20	↔	Residual risk remains unchanged - actions have been updated.
CR05	Lack of formal talent management and succession planning arrangements across the organisation may have an impact on effective service provision and innovation	Josephine Kelly / Marina Hughes	25	12	12	↔	Residual risk remains unchanged - actions have been updated.

Corporate Services Directorate

5/21/2024 2:36:43 PM

Risk01. Risk of breaching Information Governance Rules and Regulations (eg. FOI / EIR / DPA / RM)

Consequence	5				R	G	Risk Categories	Business operational/reputational		
	4							Financial		
	3			T				Impact on individuals (staff or public)		
	2							Quality of Service		
	1							Statutory Duty (Legal/Regulatory)		
		1	2	3	4	5				
							Risk Description	Potential to breach DPA/EIR/FOI and other associated standards and legislation by failing to:		
								-Effectively manage staff and corporate records		
								-Secure records and ICT equipment		
								-Manage information sharing appropriately		
								-Implement a data protection impact assessment process		
							Potential Root Cause	Staff unawareness of statutory obligations		
								Loss or theft		
								Cyber crime		
								Staff/Councillors not completing training		
								Accidental or deliberate non-compliance by staff/Councillors		
								Non compliance with statutory timeframes including breach reporting		
							Non compliance of data protection principles			
							Consequence	Loss of public confidence and negative PR for the Council		
								Non-compliance with legislative requirements which can lead to ICO penalties including monetary fines		
								Potential for complaints and claims		
							Risk Owners	Edel Cosgrove; Gavin Ringland		
							Gross/Inherent Risk	Red 25	Last Review	4/10/2024
							Residual Risk	Red 20	Next Review	7/10/2024
							Target Risk Level	Yellow 9	Risk Appetite	Risk Cautious

Objectives

- Provide a Corporate Compliance Service
- Provide a secure IT network for Council services
- Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

- 1. Compliance Team
- 2. Access to Information and Record Management Policies and Procedures
- 3. Access to Information and Records Management e-learning modules
- 4. Data Protection Impact Assessment and Data Sharing Agreement established, where appropriate
- 5. Breach review process
- 6. Data Cleanse project
- 7. Monitoring and evaluation systems created and reported to SP&R
- 8. IT Policy & Procedure
- 9. IT Cyber E Learning modules & tests

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Employee and Elected Member Training	Improve the completion rate of the e-learning module across all Directorates.	In Progress	Edel Cosgrove	5/31/2024	Training delivered to all staff during quarter 4 2022/23. Councillors training delivered June 2023. Monitoring of IT Phishing test results will inform training requirements.
Records Management	Complete the Corporate Data Cleanse	In Progress	Edel Cosgrove	5/31/2024	The data cleanse continues to be implemented across the organisation, with the number of disposals reported at the year end.

Risk

Consequence

Objectives

Ensure appropriate risk management arrangements are in place

Provide a Corporate Legal Support Service

Provide accessible, high-quality and integrated services through continuous improvement

Key Controls Identified

1. Governance arrangements in place including:-
 - Audit Committee
 - Code of Conduct
 - Declarations of Interest
2. Dedicated staff member with responsibility for fraud and whistleblowing
3. Elected Members Register of Interests
4. Independent Internal Auditors
5. Corporate Policies in place
6. National Fraud Initiative (NFI)
7. Staff and Elected Member Codes of Conduct
8. Fraud and Whistleblowing Updates

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Declarations of Interest	Issue revised Conflicts of Interest Policy and Procedure (COIPP) to Junes SPRC	Completed	Edel Cosgrove	5/31/2024	The revised COIPP contains a list of high risk posts, a new electronic process, aligns with the National Fraud Initiative and contains new responsibilities for all staff and Councillors. It will aid accurate and efficient monitoring and evaluation.
E-Learning Training	E - Learning Training to be rolled out to relevant staff in relation to Raising Concerns and our Fraud Response Plan. Will be tailored to revised policies	Proposed	Gerard Byrne	9/30/2024	Will be completed in Q2 2024/25
Fraud Policy and Fraud Response Plan	Update Fraud Policy and Fraud Response Plan in line with the NIAO Internal Fraud Risks	Completed	Gerard Byrne	5/31/2024	Revised Fraud Policy and Fraud Response Plan presented to the May 2024 Audit Committee.
Gifts and Hospitality	Review and align Gifts & Hospitality Policy and Procedure (GHPP) with COIPP	In Progress	Edel Cosgrove	9/30/2024	To be completed in quarter 2 2024/25
National Fraud Initiative (NFI)	Complete the NFI Exercise 2022/23	Completed	Gerard Byrne	5/31/2024	NFI Exercise 2022/23 now completed. Audit Committee were briefed in February 2022 and a follow up report provided in May 2024.
Whistleblowing Policy	Update and adopt the Whistleblowing Policy	Completed	Gerard Byrne	5/31/2024	Whistleblowing Policy revised to take into account the guidance issued by the NI Audit Office in the following document: Rising Concerns: A Good Practice Guide for the Northern Ireland Public Sector. Updated Raising Concerns Policy presented to the Audit Committee in May 2024.

Risk

03. Inappropriate communications on corporate media channels has a negative impact on service delivery and the reputation of the Council

Consequence	5						Risk Categories	Impact on individuals (staff or public) Quality of Service		
	4		R		G		Risk Description	Inappropriate communications on corporate media channels has a negative impact on service delivery and the reputation of the Council.		
	3						Potential Root Cause	Failure to effectively engage the media Size of the organisation and District, as well as the geographical split (four main sites and mobile workers) Cultural change means not operating on corporate arrangements Not keeping abreast of growth and developments in communication and technologies		
	2		T				Consequence	Negative PR Not providing a VFM service Ineffective channels of communication Residents and stakeholders are not kept informed about the work of the Council and delivery of essential and key services		
	1						Risk Owners	Veronica Keegan		
		1	2	3	4	5	Gross/Inherent Risk	Amber 16	Last Review	4/10/2024
							Residual Risk	Yellow 8	Next Review	7/10/2024
							Target Risk Level	Green 4	Risk Appetite	Risk Open

Objectives	Key Controls Identified
Provide a Corporate Communications and Marketing Service	1.Communications Team and professional staff
Provide accessible, high-quality and integrated services through continuous improvement	2. Regular liaison with the local press
	3. Regular Chief Executive briefings
	4. Media Policy & Procedure
	5. NMD Social Media and Acceptable Use Policy and Procedure and social media presence
	6. Communications and Marketing Strategy 2022-2024
	7. Digital Communications and Marketing Strategy (including Social Media Action Plan) 2022 -2024
	8. IT strategy in place to improve IT systems

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Elected Member and Employee training	Training is necessary for elected members and staff to understand the potential impact of online activity, ensuring alignment with the Council's values, objectives and compliance with the Council's policies, procedures and relevant legislation.	Completed	Veronica Keegan	5/31/2024	Training delivered to 60 Elected Members and Employees. Evaluation will be undertaken and further Social Media resilience training will be considered in 2024/2025. The priority now is for the Council's Communications and Marketing team to embrace communications and marketing more strategically, with particular emphasis on digital communications, to ensure good engagement with residents, better customer service, and wider sharing of information on the services most important to our customers.
Monthly meetings with SMT and CMT to identify positive news opportunities	Development of monthly PR Planner to support effective communications keeping ratepayers and stakeholders informed	In Progress	Veronica Keegan	5/31/2024	

Risk 04. Breach of legislation / legislative challenge in relation to the procurement of goods and services and works

Consequence	5						Risk Categories Financial Impact on individuals (staff or public) Quality of Service Statutory Duty (Legal/Regulatory) Risk Description Breach of legislation / legislative challenge in relation to the procurement of goods and services and works Potential Root Cause Lack of awareness of legislation Lack of compliance with the Council's Procurement Policy Lack of training for staff Consequence Negative PR Financial loss to the Council Litigation Inadequate compliance with Procurement Policy Risk Owners Caolain Boyd Gross/Inherent Risk Red 20 Residual Risk Red 20 Target Risk Level Yellow 8
	4					R/G	
	3						
	2						
	1						
		1	2	3	4	5	
Probability							Last Review 4/10/2024 Next Review 7/10/2024 Risk Appetite Risk Minimal

Objectives

- Provide an effective Procurement Service
- Provide appropriate IT to support transformational change

Key Controls Identified

- 1. Procurement Team
- 2. Financial Regulations and Procurement Policy
- 3. Regional and national frameworks
- 4. Specialist legal advice
- 5. Single Tender Actions reported to Audit Committee and SMT
- 6. Procurement training for staff
- 8. Procurement is a standing agenda item at Audit Committee

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Advertising Tenders	The team want to get the Council tenders communicated to as many suppliers as possible	In Progress	Caolain Boyd	8/31/2024	A punch out from the multi quote website to E - Tender NI / ROI equivalent Tenders to be advertised on Council Social Media sites weeks
Business Case	Business case procedure and relevant templates to be updated in line with best practice.	In Progress	Caolain Boyd	8/31/2024	Once procedures and templates are revised, training willing be rolled out for relevant staff.
Procurement Action Plans	Each Directorate has their own Procurement Action Plan which highlights were current spend needs to be regularised.	In Progress	Caolain Boyd	7/31/2024	Procurement Action Plans are presented to the Audit Committee on a bi-annual basis. The latest version have been presented to the April 2023 Audit Committee.
Procurement Policy	Procurement Policy and associated templates to be revised in line with best practice for new legislation Procurement Act 2023	In Progress	Caolain Boyd	12/31/2024	Once policy and templates are revised, training will be rolled out for the relevant staff.
Social Procurement Policy	The Council to consider developing a Social Procurement Policy following the guidance issued by the Minister of Finance in June 2021.	In Progress	Caolain Boyd	3/31/2025	Procurement Manager is attending NI Procurement group which has a focus on Social Value Procurement - under the LG Act, legislatively Council can not score tenders for non commercial criteria until the Department revise the legislation.

Risk

05. Lack of formal talent management and succession planning arrangements across the organisation may have an impact on effective service provision and innovation

Consequence	5					G	Risk Categories Business operational/reputational Impact on individuals (staff or public) Quality of Service		
	4			R				Risk Description Unable to attract and retain suitably skilled and talented individuals to achieve the Council's strategic objectives and successfully shape the future of our organisation, district and communities.	
	3								
	2			T					Potential Root Cause Unable to attract and/or retain talented employees The post-Covid-19 labour market has an impact on recruitment and employee expectations No framework in place to identify high achievers and harness their talent No formal career development scheme and succession planning arrangements Reluctance to move away from historic practices and arrangements Organisational uncertainty (e.g., restructuring, which can lead to talented employees moving elsewhere for career progression and greater stability) Prevalence of short-term temporary contracts Long hours culture in senior roles Working relationship with Trade Unions Skills gaps identified in specific industry sectors
	1								
		1	2	3	4	5			
Probability									
Consequence Unavailability/willingness of talented individuals to apply for positions Reduced applicant numbers Unable to recruit to posts / staff shortages Negative PR for the Council Skills gaps across departments Low staff morale and high turnover Negative impact on innovation, service delivery and productivity									
Risk Owners Marina Hughes									
Gross/Inherent Risk Red 25									
Last Review 4/10/2024									
Residual Risk Amber 12									
Next Review 7/10/2024									
Target Risk Level Green 6									
Risk Appetite Risk Open									

Objectives

- Contribute to the further development of future workforce skills
- Provide a professional HR service on all employment matters, including employee relations, resourcing and development an

Key Controls Identified

1. Access to many and varied learning and development opportunities
2. People Perform Grow in place
3. Robust recruitment practices in place
4. Work experience / placement opportunities
5. Flexible working practices and approaches to work life balance
6. Programmes in place to create organisational stability

Action Plans





	Action Plan Description	Action Plan Type	Action Plan Owner	Action Plan Action Date	Comments
Council Apprenticeship Scheme	Identify and explore potential apprenticeship opportunities in partnership with the Enterprise, Economy and Regeneration Department and local schools and colleges.	Completed	Marina Hughes Jonathan McGilly	5/31/2024	Four apprentices have been recruited and have started their employment/training in 2022
People Perform Grow (PPG)	PPG has been introduced to recognise the contribution of employees in achieving the Council's strategic objectives, in line with the Business Planning and Performance Management Framework.	In Progress	Marina Hughes	12/31/2024	PPG rolled out in 2023-2024 year and extended to all staff in the 2024-2025 year.
Planning for the Future	The Planning for the Future exercise is underway to establish a more effective organisational structure.	In Progress	Marie Ward	12/31/2024	PFF Tier 3 and Tier 4 appointments are complete. PFTF changes have been actioned and will be finalised in 2024.
Promote the benefits of working at Newry, Mourne and Down District Council	Better promotion of the benefits for working at Newry, Mourne and Down District Council.	Completed	Marina Hughes	5/31/2024	A new online 'Candidate Information' document has been developed and was introduced earlier this month, which incorporates the Benefits of working for NMDDC – a section not previously included
Staff on Temporary Contracts	SMT is currently going through a process to ensure staff who are on temporary contracts for a significant period of time have job security if there role is required long term.	Completed	Marina Hughes	5/31/2024	Temporary contracts continue to be reviewed on the basis of the principles agreed for this programme of work
Talent Management	Work in relation to talent management has commenced at a regional level through the survey carried out in 2021 by the University of Ulster.	In Progress	Marina Hughes	5/31/2024	NMDDC is part of the regional Talent Management Project Group, being led by the LGSC

Report to:	Audit Committee
Date of Meeting:	23 May 2024
Subject:	Prompt Payment Statistics – Quarter 4 2023/24
Reporting Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance
Contact Officer (Including Job Title):	Gerard Byrne: Assistant Director of Finance & Performance

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

For decision		For noting only	X
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1.0	Purpose and Background																		
1.1	<p>'Prompt payment' is the payment of valid supplier invoices by public bodies, as set in government targets.</p> <p>This dataset contains the:</p> <ul style="list-style-type: none">• Total amount paid by each Northern Ireland council to suppliers• Total number of invoices• Number of invoices paid within 10 working days• Number of invoices paid within 30 calendar days• Number of invoices paid outside 30 calendar days <p>Adherence to the policy is not mandatory for councils, but in a letter issued to council Chief Executives in October 2013, the Department of Environment’s Local Government Policy Division said that: ‘District councils are encouraged to pay suppliers as promptly as possible and to endeavour to meet the 10 day prompt payment commitment made by Northern Ireland Executive in response to the current economic position’.</p>																		
2.0	Key issues																		
2.1	<p>The table below provides a comparison of prompt payment statistics for the last four financial years.</p> <table><tr><th>Financial Year</th><th>Within 30 days (T&C’s)</th><th>Within 10 days</th></tr><tr><td>2019/20</td><td>90%</td><td>18%</td></tr><tr><td>2020/21</td><td>86%</td><td>11%</td></tr><tr><td>2021/22</td><td>89%</td><td>17%</td></tr><tr><td>2022/23</td><td>86%</td><td>43%</td></tr><tr><td>2023/24</td><td>95%</td><td>50%</td></tr></table>	Financial Year	Within 30 days (T&C’s)	Within 10 days	2019/20	90%	18%	2020/21	86%	11%	2021/22	89%	17%	2022/23	86%	43%	2023/24	95%	50%
Financial Year	Within 30 days (T&C’s)	Within 10 days																	
2019/20	90%	18%																	
2020/21	86%	11%																	
2021/22	89%	17%																	
2022/23	86%	43%																	
2023/24	95%	50%																	

2.2	Quarter 1 2023/24 - 1 April 2023 to 30 June 2023				
		Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices
	Number of Invoices	1,773	4,610	304	4,914
	Percentage	36%	94%	6%	100%
	Value	£7,162,826	£18,517,783	£1,363,695	£19,881,478
	Average number of days to pay suppliers: 15			Performance trend: 	
2.3	Quarter 2 2023/24 – 1 July 2023 to 30 September June 2023				
		Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices
	Number of Invoices	1,919	3,632	228	3,860
	Percentage	50%	94%	6%	100%
	Value	£5,863,982	£11,129,266	£883,490	£12,012,756
	Average number of days to pay suppliers: 14			Performance trend: 	
2.4	Quarter 3 2023/24 - 1 October 2023 to 31 December 2023				
		Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices
	Number of Invoices	3,165	4,817	207	5,024
	Percentage	63%	96%	4%	100%
	Value	£9,415,454	£18,361,152	£1,069,053	£19,430,205
	Average number of days to pay suppliers: 11			Performance trend: 	
2.5	Quarter 4 2023/24 - 1 January 2024 to 31 March 2024				
		Paid within 10 days	Paid within 30 days	Paid outside payment period	Total invoices
	Number of Invoices	1,975	3,753	148	3,901
	Percentage	51%	96%	4%	100%
	Value	£5,504,326.71	£13,980,023.99	£1,064,352.28	£15,044,376.27
	Average number of days to pay suppliers: 16			Performance trend: 	
3.0	Recommendations				
31	To note: <ul style="list-style-type: none">The Q4 2023-24 Prompt Payment statistics.				
4.0	Resource implications				

4.1	The Accounts Payable Team provide statistics to the Department for Communities on a quarterly basis.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>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 <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input type="checkbox"/></p> <p><i>Rationale:</i></p> <p>Consultation not required.</p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, please complete the following:</p>

	Rural Needs Impact Assessment completed	<input type="checkbox"/>
7.0	Appendices	
	None	
8.0	Background Documents	
	None	

Report to:	Audit Committee
Date of Meeting:	23 May 2024
Subject:	Draft Performance Improvement Objectives 2024-25
Reporting Officer (Including Job Title):	Gerard Byrne – Assistant Director of Finance and Performance
Contact Officer (Including Job Title):	Catherine Hughes – Head of Performance and Improvement (Acting)

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

For decision	For noting only	X
1.0	Purpose and Background	
1.1	Part 12 of the Local Government (NI) Act 2014 sets out a General Duty of Improvement for local government, whereby all District Councils are required to put in place arrangements to secure continuous improvement in the exercise of their functions. Each financial year, Councils are required to set performance improvement objectives for the services they provide. These objectives can span more than one year, with intermediary milestones, which must be reviewed annually. The performance improvement objectives form part of the annual Performance Audit and Assessment which is carried out by the Northern Ireland Audit Office.	
2.0	Key issues	
	Draft performance improvement objectives 2024-25	
2.1	<p>It is proposed that the Council carries forward four of the five performance improvement objectives from 2023-24. Performance improvement objective 2 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. These objectives were developed within the context of the Corporate Plan 2021-23 and the Draft Corporate Plan 2024-27. These objectives are outlined in Appendix 1, and the 'supporting actions', 'measures of success' and targets have been developed and updated where appropriate and relevant.</p> <ol style="list-style-type: none"> 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 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 <p>As part of the Performance Improvement Audit and Assessment 2023-24, the Northern Ireland Audit Office has confirmed that it is evident that the performance improvement objectives have been developed in accordance with the strategic priorities of the Council and that the objectives align with the strategic aspects of improvement.</p>	

	Legislative context
2.2	<p>The guidance issued by the Department for Communities states that performance improvement is more than just quantifiable gains in service output or efficiency, or in the internal effectiveness of an organisation. Improvement should focus on activity that enhances the sustainable quality of life and environment for communities.</p> <p>Councils should therefore frame improvement objectives so as to bring about improvement in at least one of the following specified aspects of improvement:</p> <ul style="list-style-type: none"> • Strategic effectiveness • Service quality • Service availability • Fairness • Sustainability • Efficiency • Innovation
2.3	<p>Councils should also determine their objectives for improvement based on critical self analysis, taking account of a wide range of evidence. All improvement objectives should relate to improving the functions and services to citizens, and be:</p> <ul style="list-style-type: none"> • Legitimate • Clear • Robust • Deliverable • Demonstrable
2.4	<p>Councils are required to consult and engage a range of stakeholders, including citizens, businesses and partner organisations on the performance improvement objectives. The proposed six week consultation programme will run from 19 April - 31 May 2024 and will consist of the following elements:</p> <ul style="list-style-type: none"> • Speak NMD - This dedicated online space is facilitated through the Newry, Mourne and Down Community Planning Partnership and enables residents to participate in local consultation and engagement activities. To date, approximately 2,500 residents have registered to use this engagement platform and have their say on the issues and decisions which have an impact on their local area. Through Speak NMD, an electronic survey in relation to the draft performance improvement objectives 2024-25 will be published on the site. The overall consultation and engagement process will be promoted further through the Council's website and social media channels and circulated to key internal and external stakeholders. • Public advertisements in local newspapers • Engagement with DEA Forums and Section 75 groups, through Youth Voice and Older People's Forums <p>Consultation feedback will inform the final objectives which will form part of the Performance Improvement Plan 2024-25. An overview of the overall approach to develop and publish the Performance Improvement Plan by 30 June 2024, in line with statutory requirements, is outlined in Appendix 2.</p>
3.0	Recommendations

3.1	<p>To note:</p> <ul style="list-style-type: none"> The five draft performance improvement objectives 2024-25, as outlined in Appendix 1 The proposed approach and timetable for publishing the Performance Improvement Plan 2024-25, as outlined in Appendix 2, including approval to commence the consultation and engagement process on 19 April 2024
4.0	Resource implications
4.1	There are no financial resource implications within this report.
5.0	Due regard to equality of opportunity and regard to good relations (complete the relevant sections)
5.1	<p><i>General proposal with no clearly defined impact upon, or connection to, specific equality and good relations outcomes</i></p> <p>It is not anticipated the proposal will have an adverse impact upon equality of opportunity or good relations <input checked="" type="checkbox"/></p>
5.2	<p><i>Proposal relates to the introduction of a strategy, policy initiative or practice and / or sensitive or contentious decision</i></p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>The policy (strategy, policy initiative or practice and / or decision) has been equality screened <input checked="" type="checkbox"/></p> <p>The policy (strategy, policy initiative or practice and / or decision) will be subject to equality screening prior to implementation <input type="checkbox"/></p>
5.3	<p><i>Proposal initiating consultation</i></p> <p>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 <input type="checkbox"/></p> <p>Consultation period will be 12 weeks <input type="checkbox"/></p> <p>Consultation period will be less than 12 weeks (rationale to be provided) <input checked="" type="checkbox"/></p> <p><i>Rationale:</i> The draft performance improvement objectives 2024-25 have been equality screened and it is recommended that they are not subject to an equality impact assessment (with no mitigating measures required). In relation to the proposed six-week consultation process, whilst the Council's Equality Scheme commits to holding consultation exercises relevant to the statutory duties for a minimum of twelve weeks, it also sets out exceptional circumstances where the twelve weeks may not apply. In this instance, it is proposed that</p>

	<p>the Council implements a six-week consultation process in order to ensure the deadline for publishing the Performance Improvement Plan 2024-25 by 30 June 2024 is met.</p> <p>It should also be noted that the performance improvement objectives 2024-25 have been developed based on the content of existing strategies, including the draft Corporate Plan 2024-27, which have been informed by a robust and reliable quantitative and qualitative evidence base, including Residents Survey 2022.</p>
6.0	Due regard to Rural Needs (please tick all that apply)
6.1	<p>Proposal relates to developing, adopting, implementing or revising a policy / strategy / plan / designing and/or delivering a public service</p> <p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please complete the following:</p> <p>Rural Needs Impact Assessment completed <input checked="" type="checkbox"/></p>
7.0	Appendices
	<ul style="list-style-type: none"> • Appendix 1 – Draft Performance Improvement Objectives 2024-25 • Appendix 2 – Approach and timetable for publishing the Performance Improvement Plan 2024-25
8.0	Background Documents
	Performance Improvement Plan 2023-24

Newry, Mourne and Down District Council

Consultation on the
draft Performance Improvement
Objectives 2024-25

Our Duty of Improvement

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

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

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

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

The draft performance improvement objectives 2024-25 for Newry, Mourne and Down District Council have been carried forward from 2023-24. They have been developed based on extensive consultation and engagement with key stakeholders and are aligned to the following regional and local plans which influence the overall direction of travel of the organisation.

- Draft Programme for Government
- Newry, Mourne and Down Community Plan
- Draft Newry, Mourne and Down District Council Corporate Plan 2024-27
- Thematic Plans and Strategies, including the Regeneration and Economic Development Strategy

Once agreed, the performance improvement objectives 2024-25 will be published in the annual Performance Improvement Plan. This plan will provide more detail about what we want to improve, how we will deliver improvements, how our performance will be measured and what outcomes stakeholders will experience as a result of our improvement activity.







Our Draft Performance Improvement Objectives 2024-25

- 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 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**

These objectives have been selected based on the following criteria:

- Does the objective support the delivery of the Programme for Government, Community Plan and draft Corporate Plan 2024-27?
- Do the objectives demonstrate improvement in at least one of the seven aspects of improvement? (strategic effectiveness, service delivery, service availability, fairness, sustainability, efficiency, innovation)
- Are the objectives SMART? (specific, measurable, achievable, realistic, timebound)
- Are the resources in place to deliver the objective? (financial, human, leadership, skills, knowledge, governance, risk)
- Are the objectives based on robust and reliable evidence and will they make a visible difference in the local area?
- How well are we performing?

Legend:

Status		Trend	
	Target or objective achieved / on track to be achieved		Performance has improved
	Target or objective partially achieved / likely to be achieved / subject to delay		Performance is similar to the previous year
	Target or objective not achieved / unlikely to be achieved		Performance has declined

*It should be noted that the performance information contained in the 'Looking Back' section of this report may be subject to change when the results are verified and reported through the Assessment of Performance 2023-24 in September 2024.

Community Plan for Newry, Mourne and Down

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

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

Through the Community Plan, the following five positive outcomes have been identified:

Our Outcomes

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









Draft Newry, Mourne and Down District Council Corporate Plan 2024-27

The draft Corporate Plan 2024-27 sets out the strategic direction of the organisation and ties together a number of plans and strategies that will enable the Council to achieve the following mission and eight strategic objectives. The Corporate Plan will also contribute the achievement of the overarching vision and outcomes within the Community Plan.

Draft Council Mission Statement

‘To deliver sustainable services and empower our communities through transparent governance and collaboration.’

Draft Council Strategic Objectives

 Support the continued growth and development of our local economy	 Improve the health and wellbeing of everyone in the district
 Protect and enhance our environment to secure a sustainable future	 Support regenerative tourism opportunities which promote our culture, heritage and environment
 Empowering communities to play an active part in civic life	 Develop and revitalise our district
 Deliver sustainable services	 Represent the voice of the district with our partners

Your voice, your choice!

Newry, Mourne and Down District Council is inviting you to put forward your views on the draft performance improvement objectives 2024-25. We are keen to ensure that our performance improvement objectives have a positive impact on the quality of life of all stakeholders across the District, including citizens, local businesses, partner organisations in the statutory, voluntary and community sectors, employees and Elected Members.

A questionnaire has been included on page 18 of this document for all stakeholders to complete and return to:

Email: performance@nmandd.org
Address: Performance and Improvement
Newry, Mourne and Down District Council
O'Hagan House, Monaghan Row
Newry, Co Down
N. Ireland, BT35 8DJ

The questionnaire is also available on the Council's website and social media channels, as well as the Speak NMD website, through the following links:







www.newrymournedown.org/consultations
<https://speaknmd.commonplace.is>

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

Tel: 0330 137 4000
Email: performance@nmandd.org







The closing date for responses is: 31 May 2024.

Performance Improvement Objective 1

We will support the health and wellbeing of local people by improving leisure facilities and services		
Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> One of the top priorities for improving your local area was 'Improving people's health and wellbeing (and reducing health inequalities) 17% of our residents are not active for a single day each week. The third most important health and wellbeing opportunity you would like to see more of was 'physical activity opportunities such as leisure centres, gyms and sports facilities' Between 2018 and 2022 there has been an increase in the number of residents satisfied with the leisure centres across the District, however residents did comment on issues such as the need for modernisation and improving cleanliness 85% of respondents to our 2023-24 survey agreed with this objective <p>We know that keeping fit and active can help improve a person's health and wellbeing both physically and mentally and the provision of leisure facilities is key to achieving this. Newry, Mourne and Down District Council plays a key role in helping local communities to live long and healthy lives. The Council remains committed to promoting physical, mental and emotional well-being and encouraging residents to make healthy and informed lifestyle choices and as part of this we need to always be striving to improve our leisure facilities and offerings.</p>	
	<p>Looking Back: What we did between April - September 2023</p>	
		385,878 paid attendances across the 6 leisure facilities
		Recorded 120,264 recorded visits across a total of 10 community trails.
		9,904 memberships across the indoor leisure facilities
		Progressed and completed a number of new build and/or upgraded capital projects including Kilkeel Bowling Pavilion and Play Park signage
		10,452 attendances recorded of people taking part in targeted health programmes
		14,099 attendances recorded of young people participating in youth health and wellbeing initiatives
<p>Looking Forward: What we will do in 2024-25</p> <ul style="list-style-type: none"> Increase the number of paid attendances at indoor leisure facilities. Continue to deliver a range of targeted, sustainable health programmes to encourage participation in physical activity. Progress the leisure projects agreed within the Capital Programme Maintain the number of recorded visits to Community Trails. 		

	<ul style="list-style-type: none">Work towards Leisure-Safe Accreditation for all indoor leisure facilities					
How we will measure success	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	Q1/Q2 2023-24 Actual	2024-25 Target
Number of paid attendances recorded at:						850,000
Newry Leisure Centre	27,253	183,224	307,153	△	178,672	
Down Leisure Centre	30,199	177,496	246,978	△	129,007	
Kilkeel Leisure Centre	10,367	66,987	69,797	△	31,674	
St. Colmans Sports Complex	2,945	36,717	54,024	△	19,964	
Newcastle Centre & Tropicana Outdoor Swimming Complex	2,778	33,801	25,517	△	16,018	
Ballymote Sports and Wellbeing Centre	1,754	10,309	15,365	△	10,543	
Number of people participating in targeted health programmes	2,270	322	9,309	△	10,452	20,000
Number of young people participating in targeted youth health and wellbeing initiatives	New measure		19,365	-	14,099	15,000
Number of leisure centre memberships	New measure		9,534	-	9,904	10,000
Number of capital leisure projects progressed	New measure				3	Not set
Number of recorded visits at community trails	96,563	211,718	225,795	△	120,264	226,000
What you will see by March 2025	<ul style="list-style-type: none">850,000 paid attendances at our six leisure centres by end of 2024-25Increase in the number of people participating in targeted health programmes to 20,000.Increase in the number of memberships being taken out to 10,000.226,000 recorded visits to community trails.A number of new build and/or upgraded capital leisure projects progressed.Leisure-Safe Accreditation being worked towards for all indoor leisure facilities.					
Alignment						
Draft Corporate Plan 2024-27	<ul style="list-style-type: none">Improve the health and wellbeing of everyone in the District.					
Community Plan	<ul style="list-style-type: none">All people in Newry, Mourne and Down enjoy good health and wellbeingAll people in Newry, Mourne and Down benefit from prosperous communities					
Programme for Government	<ul style="list-style-type: none">We all enjoy long, healthy, active livesPeople want to live, work and visit here					
7 aspects of improvement	Strategic effectiveness	Service quality	Service availability	Fairness		
Responsible Officer	Director: Active and Healthy Communities					






Performance Improvement Objective 2

We will contribute to growing the economy by supporting local businesses and job creation	
Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> • 'Improving skills, employability and job prospects' was your top priority for improving the local area in the 2022 residents survey • 'Supporting local businesses, attracting investment and jobs' is in your top three priorities for improvement • Investment to grow the economy, create jobs and attract tourists is the most important form of investment • 81% of respondents to our 2023-24 survey agreed with this objective <p>Newry, Mourne and Down has recorded increases in the number of VAT/PAYE registered businesses, employee jobs and the birth rate of new businesses in the past year. When compared to 2020, the claimant count for unemployment benefit has also reduced but remains above pre-pandemic levels.</p> <p>Continuing to support and grow the economy of Newry, Mourne and Down remains a key priority for the Council. In the first six months of this year the Council created 69 new business starts as well as promoting 77 new jobs through business start activity.</p> <p>On the 13 November 2023, 'Go Succeed' launched across all Councils replacing all other Economic Development programmes including 'Go For It' which ceased implementation on the 30 September 2023. 'Go Succeed' is the new go-to source for free expert business advice focusing on the three pillars of starting, growing and scaling your business or business idea.</p>
Looking Back: What we did between April-September 2023	 69 new business starts created and 77 new jobs promoted through business start activity
	
	 8 new social enterprise start-ups supported, and 8 new social enterprise jobs created
	
	 144 existing businesses supported through Council run programmes to progress growth and scaling ambitions
Looking Forward: What we will do in 2024-25	 'Make it Local' campaign delivered to stimulate footfall and the re-opening of businesses across the District
	<ul style="list-style-type: none"> • Invest in the social economy through the Social Enterprise programme and 'Go Succeed' • Engage individuals in pre-start activity • Support the establishment of new businesses through the 'Go Succeed' Programme

	<ul style="list-style-type: none">Support the growth of existing businesses and creation of new jobs through the 'Go Succeed' ProgrammeContinue to create opportunities for employability and skills through implementation of the LMP Action Plan.					
How we will measure success	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	Q1/Q2 2023-24 Actual	2024-25 Target
Number of social enterprise start-ups supported	12	12	12	▶	8	12
Number of social enterprise jobs created	14	13	12	▶	8	12
Number of participants engaged across all 'Go Succeed' activity	New measure				-	712
Number of business plans created for start-up businesses and employer enterprises	266	358	311	▽	128	361
Number of jobs promoted via business start-up activity	199.5	404	187	▽	77	170
Number of new enterprises created as a result of support	181	215	187	▽	77	195
Number of existing businesses supported to progress growth and scaling ambitions.	327	412	347	▽	144	220
What you will see by March 2025	<ul style="list-style-type: none">361 business plans created for Start-Up businesses and employer enterprisesOver 700 participants engaged across all Go Succeed activitySupport provided to 220 existing businesses to progress growth and scaling ambitions170 new jobs promoted via business start-up activity.12 social enterprise start-ups supported and 12 social enterprise jobs createdMore support for new and established local businesses and more employment opportunities across the DistrictContinue to ensure the District becomes more economically active and prosperous					
Alignment						
Draft Corporate Plan 2024-27	<ul style="list-style-type: none">Support the continued growth and development of our local economy					
Community Plan	<ul style="list-style-type: none">All people from Newry, Mourne and Down benefit from prosperous communities					
Programme for Government	<ul style="list-style-type: none">Everyone can reach their potentialOur economy is globally competitive, regionally balanced and carbon neutralPeople want to live, work and visit here					
7 aspects of improvement	Strategic effectiveness	Service quality		Service availability		Innovation
Responsible Officer	Director: Economy, Regeneration and Tourism					

*Updated 'Go Succeed' programme target for the number of jobs promoted in Newry Mourne and Down: 170. An amendment to the standard set out in the Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015 is awaiting legislative passage and approval.

Performance Improvement Objective 3

We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	
Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> • Dog mess and dog fouling and rubbish or litter lying around are your top two perceived problems in your local area • 6% of the residents surveyed were dissatisfied with the cleansing service provided by the Council. • 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure. • 83% of respondents to our 2023-24 survey agreed with this objective <p>Since 2019-20, the LEAMS* score for the District has remained at 64, which falls below the current regional average of 72. Issues around street cleanliness continue to escalate largely as a result of the increased number of illicit dumping, littering and dog fouling incidents reported to the Council.</p> <p>In order to improve the overall cleanliness of the District, the Council is currently reviewing cleansing operations to design a more effective model of service provision. The Council also remains committed to collaborating with partner organisations and local communities to promote responsible dog ownership, address issues around littering and illicit dumping and generate local pride in having a cleaner, greener District for everyone to enjoy.</p>
Looking Back: What we did between April-September 2023	 Issued 27 fixed penalty notices, 22 of which were paid
	 Supported 14 community clean-ups
	 9 environmental projects funded through the NI 'Live Here Love Here' Scheme
	 Anti-littering and responsible dog ownership campaigns rolled out
	 Increase in the rate of recycling, to 53.2%
Looking Forward: What we will do in 2024-25	<p>Address issues around littering, illicit dumping and dog fouling by:</p> <ul style="list-style-type: none"> • Continuing to implement the Enforcement Improvement Plan • Promoting responsible dog ownership through publicity and social media campaigns • Working with Louth County Council to raise awareness of the impact of littering and illicit dumping along the border area • Encouraging residents to bring properly sorted surplus recyclable waste to our Household Recycling Centres • Supporting local community clean ups • Implementation of a Paint Re-Use Scheme at 7 Household Recycling Centres throughout the district. <p>Work in partnership with Keep Northern Ireland Beautiful to:</p> <ul style="list-style-type: none"> • Commission surveys to monitor street cleanliness and identify emerging issues and hotspots • Promote the 'Live Here Love Here' campaigns

	<ul style="list-style-type: none">Encourage community groups to 'Adopt a Spot'Highlight the impact of littering on the marine environment					
How we will measure success	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Q1/Q2 Actual	2024-25 Target
LEAMS score (Keep NI Beautiful Cleanliness Index)	64	64	Data unavailable		-	65
Number of fixed penalty notices issued	52	118	110	▶	27	120
Number of fixed penalty notices paid	24	100	91	▶	22	96
Percentage of community clean up requests supported	33	94	39	▼	14	To support 90% of requests
Number of 'Live Here Love Here' environmental projects	24	18	10	▼	9	No target
The percentage of household waste collected by District Councils that is sent for recycling	52.6%	49.1%	49.6%	😊 ▲	53.2%	50% by 2020
The amount of biodegradable Local Authority Collected Municipal Waste that is landfilled	2,494t	2,685t	2,319t	😊 ▲	818	<20,954 tonnes (2019-20)
The amount of Local Authority Collected Municipal Waste arisings	86,980t	87,336t	82,842	▲	44,036	No target
What you will see by March 2025	<ul style="list-style-type: none">Increase in the number of fixed penalty notices issued.Responsible dog ownership and reduced levels of dog fouling, littering and illicit dumpingImproved opportunities to report littering, dog fouling and illicit dumpingReduction in the disposal of paint from our Household Recycling Centre sites.Opportunities to engage in community clean upsA cleaner, greener District, with improved civic and community pride					
Alignment						
Draft Corporate Plan 2024-27	<ul style="list-style-type: none">Protect and enhance our environment to secure a sustainable future					
Community Plan	<ul style="list-style-type: none">All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment					
Programme for Government	<ul style="list-style-type: none">We live and work sustainably - protecting the environment					
7 aspects of improvement	Strategic effectiveness	Service availability	Innovation		Sustainability	
Responsible Officer	Director: Sustainability and Environment					






*Local Environmental Auditing Management System is carried out by Keep Northern Ireland Beautiful.

**The Q1/Q2 2023-24 data for the statutory waste management performance indicators remains provisional and will be finalised when the year-end data is validated and published by DAERA.

***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.






Why this matters	<p>You told us that:</p> <ul style="list-style-type: none"> Managing waste, reducing climate change, investing in renewable energy etc. was important to you. Green technology skills were the second most important training support needed to improve the growth of resident employability. 91% of residents said recycling is important to them, an increase of 5% on the 2018 residents survey figure. 79% of respondents to our 2023-24 survey agreed with this objective <p>Our climate is changing, and we need to prepare. Greenhouse gas emissions cause the Earth's atmosphere to hold more radiation from the sun which increases the overall temperature of the planet. This change in temperature is altering our climate and causing one of the greatest threats of our time. In October 2019 Newry, Mourne and Down District Council declared a 'Climate Emergency'.</p> <p>NMDDC is acutely aware of how intrinsic sustainability and care of our district is to its future. Within our new Council structure, a Sustainability Department has been created. This is led by a dedicated Assistant Director with responsibility for issues such as Energy, Council Fleet, Facilities Maintenance and Biodiversity.</p> <p>Environmental sustainability has become a key objective in the development of our capital projects, providing economic growth for the region in an inclusive and sustainable way. Newry, Mourne and Down District Council aims to embed the ethos of sustainability throughout its operations and to provide leadership for the community.</p> <p>The Council also forms part of the Local Government Climate Action Network which is helping to deliver the NI Climate Change Adaptation Programme. This network will enable us to collaborate with other Councils and relevant statutory partners to develop a strategic approach for climate action.</p>
Looking Back: What we did between April-September 2023	 Installed 5 drinking water fountains across the District
	 Planted 80 trees across the District
	 Progressed the development of a Climate Change and Sustainable Development Strategy
	 Progressed the development of a Biodiversity Strategy
	 Continued the development of a Climate Change Adaptation Plan
Looking Forward: What we will do in 2024-25	<p>Address issues around climate change and sustainability by:</p> <ul style="list-style-type: none"> Completing the draft climate change and sustainable development strategy ready for consultation, review, approval and then publication.

	<ul style="list-style-type: none">• Publishing the Council’s Climate Change Adaptation Plan• Implementing the newly published biodiversity strategy 2023-30• Continuing to implement the Council’s Tree Strategy• Supporting the continued implementation of new Electric Vehicle (EV) charging points• Undertaking a baseline assessment of the Council’s carbon footprint and renewable energy output• Continuing to implement the Council’s fleet replacement programme					
How we will measure success	2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	2023-24 Q1/Q2 Actual	2024-25 Target
Carbon footprint of Council estate	To Be Established					Not set - baselines to be established
Renewable energy generation	New measure – To Be Established					
Energy Consumption baseline	New measure – To Be Established					
Percentage of Council fleet younger than 8 years	New measure			-	61%	62%
Number of vehicles within the Council fleet that have an alternative fuel source	New measure			-	1	10
Number of trees planted on Council managed estate	New measure			-	80	100
Number of Council supported EV charging points	New measure			-	0	20
What you will see by March 2025	<ul style="list-style-type: none">• Publication of the Council’s Climate Change and Sustainable Development strategy• Publication of the Council’s Climate Change Adaptation Plan• Implementation of the new Newry, Mourne and Down Biodiversity Strategy (2023-2030)• 100 new trees planted• Carbon footprint of Council estate established• Renewable energy baseline of Council established• Energy consumption of Council buildings established• Increase in the percentage of younger, less polluting vehicles within the Council fleet• New electric vehicles ordered for use within the Council fleet.					
Alignment						
Draft Corporate Plan 2024-27	<ul style="list-style-type: none">• Protect and enhance our environment to secure a sustainable future					
Community Plan	<ul style="list-style-type: none">• All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment					
Programme for Government	<ul style="list-style-type: none">• We live and work sustainably - protecting the environment					
7 aspects of improvement	Strategic Effectiveness	Efficiency	Innovation	Sustainability		
Responsible Officer	Director: Sustainability and Environment					

Performance Improvement Objective 5

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

Why this matters	<p>Delivering a more efficient and effective Planning Service for customers is a key priority for improvement for the Council. Planning plays a significant role in promoting sustainable development, regeneration, economic prosperity, investment and job creation for present and future generations of our District. 83% of respondents to our 2023-24 survey also agreed with this objective.</p> <p>The implementation of the Planning Service Improvement Programme is well underway with a new planning portal launched in December 2022 allowing customers to submit applications online and track live planning applications. Work continues to address issues with the new portal and support staff accordingly. Engagement remains ongoing around the development of the enforcement modules.</p> <p>Staff retention and recruitment has proved challenging and following 7 recruitment exercises since 2022 vacancies still remain in the planning team across all functions as per agreed structures. This had had a significant impact on targets and performance. This remains a priority for Council and Senior Management with ongoing review and monitoring.</p> <p>The Council has not yet achieved the statutory standards for 2023-24, but we remain committed to delivering further improvements and providing a high-quality service to all customers.</p>						
Looking Back: What we did between April-September 2023		Opened 129 enforcement cases which was the sixth highest across all the Councils					
		Average processing time of 29 weeks for local planning applications, which is above the regional average of 19.2 weeks					
		Average processing time of 467 weeks for major planning applications, which is below the regional average of 34.7 weeks. This figure, however, is reflective of a low number of legacy major applications being determined within the reporting period.					
		Received 699 local planning applications, which is the highest across Northern Ireland and accounts for 14% of all the applications received regionally.					
Looking Forward: What we will do in 2024-25	<ul style="list-style-type: none">• Reduce the number of live planning applications and enforcement cases which have been in the system for over 12 months• Ongoing work with agents and architects to improve the standard of planning applications submitted• Support employees to deliver service improvements through ongoing training, capacity building and 'planning surgeries'						
How we will measure success		2020-21 Actual	2021-22 Actual	2022-23 Actual	Status Trend	Q1/Q2 2023-24 Actual	2024-25 Target
Average processing time for local planning applications (weeks)		19	18.8	21.6		29	<15 weeks

						
Average processing time of major planning applications (weeks)	64.6	44.3	89.0		467	<30 weeks
Percentage of planning enforcement cases progressed within 39 weeks	40.9%	48.5%	Data unavailable	-	Data unavailable	70%
Number of planning applications in the system for 12 months or more**	187	187	228		312	150
Number of planning applications in the system for 12 months or less**	788	871	934		1,066	700
Number of enforcement cases in the system 12 months or more**	551	472	503		569	450
What you will see by March 2025	<ul style="list-style-type: none">• 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					
Alignment						
Draft Corporate Plan 2024-27	<ul style="list-style-type: none">• Deliver sustainable services					
Community Plan	<ul style="list-style-type: none">• All people in Newry, Mourne and Down benefit from prosperous communities					
Programme for Government	<ul style="list-style-type: none">• People want to live, work and visit here					
7 aspects of improvement	Strategic effectiveness	Service availability	Sustainability	Efficiency		
Responsible Officer	Director: Economy, Regeneration and Tourism					

*Annual planning figures will be validated by the Department for Infrastructure and published through the Annual Report 2023-24.

**The 2024-25 targets have been carried forward from 2023-24 and will be reviewed prior to the publication of the Performance Improvement Plan 2024-25, in June 2024.

Strategic Alignment

Performance Improvement Objective	Draft Corporate Objective(s)	Community Planning Outcome(s)	Duty of Improvement
We will support the health and wellbeing of local people by improving our leisure facilities and services	Improve the health and wellbeing of everyone in the District.	All people in Newry, Mourne and Down enjoy good health and wellbeing All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Service availability Fairness
We will contribute to growing the economy by supporting local businesses and job creation	Support the continued growth and development of our local economy	All people from Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service quality Service availability Innovation
We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents	Protect and enhance our environment to secure a sustainable future	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	Strategic effectiveness Service availability Innovation Sustainability
We will improve our sustainability and reduce our impacts in relation to climate change	Protect and enhance our environment to secure a sustainable future	All people from Newry, Mourne and Down benefit from a clean, quality and sustainable environment	Strategic Effectiveness Efficiency Innovation Sustainability
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme	Deliver sustainable services	All people in Newry, Mourne and Down benefit from prosperous communities	Strategic effectiveness Service availability Sustainability Efficiency

Consultation on the draft Performance Improvement Objectives 2024-25

I am responding:	as an individual	
	on behalf of an organisation (please state)	

Question 1

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

Resident	
Elected Member	
Local Business	
Local Community Organisation	
Local Voluntary Organisation	
Statutory Organisation	
Other	

If other, please provide further information below.

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Question 2

Do you agree that the draft Performance Improvement Objectives are appropriate for our District?

Performance Improvement Objective 1	Agree	Disagree
We will support the health and wellbeing of local people by improving our leisure facilities and services		
Comments:		
Performance Improvement Objective 2	Agree	Disagree
We will contribute to growing the economy by supporting local businesses and job creation		
Comments:		
Performance Improvement Objective 3	Agree	Disagree

We will improve the cleanliness of our District by addressing littering, fly tipping and dog fouling incidents		
Comments:		
Performance Improvement Objective 4	Agree	Disagree
We will improve our sustainability and reduce our impacts in relation to climate change		
Comments:		
Performance Improvement Objective 5	Agree	Disagree
We will improve the processing times of planning applications and enforcement cases by implementing the Planning Service Improvement Programme		
Comments:		

Question 3

Would you suggest any alternative Performance Improvement Objective(s), 'supporting actions' and 'measures of success'?

--

Question 4

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

Area	
Arts Centres and Museums	
Building Control	
Car Parking	
Cemeteries	
Cleansing Service	
Community Services/Centres	
Council Parks and Open Spaces	

Council Website	
Economic Development (Programmes to support the economy)	
Environmental Health	
Grants, Procurement and Finance	
Harbours and Marinas	
Leisure Centres	
Licensing (dogs, gaming, entertainment etc)	
Planning	
Play Parks	
Recycling	
Bin Collection	
Registration Services (Births, Deaths, Marriages and Civil Partnerships)	
Tourism Events	
Visitor Attractions	
Visitor Information Centres	
Other Services (please specify)	

What specific improvements would you like Newry, Mourne and Down District Council to make in future years?

Completed questionnaires or comments should be submitted by **31 May 2024** to:

Email: performance@nmandd.org

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

Telephone: 0330 137 4000

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

We look forward to hearing from you.

Overall approach and timetable to develop and publish the Performance Improvement Plan 2024-25

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1	Development of the Performance Improvement Plan 2024-25	Timetable
1.1	Review baseline evidence to support the development of the Performance Improvement Plan, including a review of existing performance management arrangements across the organisation	Jan 2024
1.2	Develop and update the performance improvement objectives, supporting actions and measures of success, ensuring alignment to the seven criteria outlined in the legislation, as well as the Community Plan, Corporate Plan and other key strategies. Prepare Delivery Plans for each objective.	Jan-Feb 2024
1.3	Consider and agree the: <ul style="list-style-type: none"> Draft performance improvement objectives 2024-25, supporting actions, measures of success Overall approach and timetable for developing and publishing the Performance Improvement Plan 2024-25, ensuring compliance with the statutory Duty to Improve 	CMT: Apr 2024 SMT: Apr 2024 SPR: Apr 2024 Council: May 2024 AC: May 2024
1.4	Carry out an equality screening and rural needs impact assessment of the draft performance improvement objectives 2024-25	Feb 2024
2	Consultation on the draft Performance Improvement Objectives 2024-25	Timetable
2.1	The proposed 6 week consultation timetable with key stakeholders will consist of the following elements:	
2.2	Speak NMD – Electronic survey and ideas board published through Speak NMD website, promoted through the Council website and social media channels, and circulated to internal and external stakeholders	19 Apr-31 May 2024
2.3	Public Advertisements in local newspapers	W/B 22 Apr 2024
2.4	Pre-consultation, Consultation and engagement on the draft performance improvement objectives 2024-25 with: <ul style="list-style-type: none"> Section 75 groups, including Youth Councils, Older People's Forum, Cedar Foundation and District Electoral Area Fora 	28 Mar-31 May 2024
2.5	Analyse feedback from consultation and engagement activity, and propose amendments to the performance improvement objectives, supporting actions and measures of success where appropriate	May/June 2024
3	Design, approval and publication of the Performance Improvement Plan 2024-25	Timetable
3.1	Finalise the Performance Improvement Plan 2024-25	May/June 2024
3.2	Carry out an equality screening and rural needs impact assessment of the Performance Improvement Plan 2024-25	May 2024
3.3	Consider the Performance Improvement Plan 2024-25, with proposed amendments following the consultation process	SMT: Jun 2024 CMT: Jun 2024

Overall approach and timetable to develop and publish the Performance Improvement Plan 2024-25

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		SPR: Jun 2024 (including request to publish the Performance Improvement Plan by 30 June 2024) Council: Jul 2024 AC: Jul 2024
33.4	Publish the Performance Improvement Plan on the Council's website and social media channels	Jun 2024 (before statutory deadline of 30 June)
3.5	Develop, translate into Irish (in line with Bilingualism Policy) and publish the summary performance document – 'Our Performance: Looking Back, Going Forward'	Sep 2024
4	Implementation of the Performance Improvement Plan 2024-25	Timetable
4.1	Publish the annual Assessment of Performance 2023-24, in line with statutory requirements	SMT: Sep 2024 SPR: Sep 2024 Council: Oct 2024 AC: Sep 2024
4.2	Monitor and report progress in implementing the Performance Improvement Plan 2024-25 through the Mid Year Assessment	SMT: Nov 2024 SPR: Nov 2024 Council: Dec 2024 AC: Jan 2025
5	Improvement Audit and Assessment 2024-25	Timetable
5.1	NI Audit Office carry out the annual Improvement Audit and Assessment to ascertain if the Council has fulfilled its statutory duty of performance improvement. This will include: <ul style="list-style-type: none"> A forward looking assessment of the Councils likelihood to comply with its duty to make arrangements to secure continuous improvement A retrospective assessment of whether the Council has achieved its planned improvements to inform a view regarding the Councils track record of improvement 	Jul-Oct 2024

Overall approach and timetable to develop and publish the Performance Improvement Plan 2024-25

5.2	The NI Audit Office issue the S95 report, outlining the findings from the Improvement Audit and Assessment, which includes proposals for improvement to assist the Council in fulfilling its performance responsibilities in future years	Final report: 30 Nov 2024 Publication of report: Feb 2025
5.3	Consider the s95 Improvement Audit and Assessment Report	SMT: Dec 2024 SPR: Dec 2024 Council: Jan 2025 AC: Jan 2025