

NEWRY MOURNE AND DOWN DISTRICT COUNCIL

Minutes of the Audit Committee Meeting held on Thursday 28 January 2016 at 2.12pm in the Commedagh Room, Downshire Estate, Downpatrick

Chairperson: Mr J Campbell Independent Member

In Attendance: **(Committee Members)**
 Councillor T Hearty
 Councillor M Murnin
 Councillor C Enright
 Councillor J Tinnelly

Officials in Attendance:	Mr L Hannaway	Chief Executive
	Mr E Curtis	Director Strategic Performance & Resources
	Mr C O Rourke	Director Regulatory Technical Services
	Ms M Ward	Director Enterprise Regeneration & Tourism
	Mr M Lipsett	Director Active Healthy Communities
	Mr R Dowey	Head of Finance
	Mr S Wright	Risk/Investigations Manager
	Ms E McParland	Democratic Services Manager
	Ms L Dillon	Democratic Services Officer

Also in Attendance:	Ms C Hagan	ASM (Internal Auditors)
	Mr B Clerkin	ASM (Internal Auditors)
	Ms C Kane	Northern Ireland Audit Office
	Mr B O Neill	Northern Ireland Audit Office

AC/01/2016:- APOLOGIES AND CHAIRPERSON'S REMARKS

Mr Campbell welcomed everyone to the meeting including Ms C Kane and Mr B O Neill from NIAO and also Ms C Hagan from ASM Limited.

The following apologies were received:

Councillor C Casey
 Councillor G Sharvin
 Councillor P O Gribin

AC/02/2016: DECLARATIONS OF INTEREST

Noted: No declarations of interest were received.

AC/03/2016: ACTION SHEET – MINUTES OF AUDIT COMMITTEE MEETING THURSDAY 29 OCTOBER 2015

Read: Action sheet arising out of minutes of Audit Committee Meeting held on Thursday 29 October 2015. (Copy circulated)

AGREED: It was agreed to note the Action Sheet arising out of the Minutes of the Audit Committee Meeting held on Thursday 29 October 2015.

AC/04/2016: UPDATE RE: DARD GRANT – BALLYHOLLAND COMMUNITY CENTRE

Read: Report dated 21 January 2016 from Mr E Curtis, Director of Strategic Planning and Performance providing an update regarding a Rural Development Fund Grant from the SOAR Programme through the DARD EU Funding Stream with regard to Ballyholland Community Centre. (Copy circulated)

AGREED: It was agreed to note that a review had been undertaken in relation to procurement issues concerning Ballyholland Community Centre and the ineligible expenditure which could not be reclaimed. Relevant action has been undertaken and all matters have now been closed off subject to SEUPB agreeing to funding provided by DARD. The Council's file on this matter has been completed unless any issues arise from SEUPB.

AC/05/2016: UPDATE RE: GREEN TOURISM PROGRAMME

Read: Report dated 27 January 2016 from Ms M Ward, Director of Enterprise, Regeneration and Tourism providing an update regarding funding from Invest NI in relation to the Green Tourism Programme. (Copy circulated)

AGREED: It was unanimously agreed an item regarding the Green Tourism Programme will remain on the agenda of the Audit Committee until such times as the Audit Committee have been advised on the response from Invest NI which the Council are currently awaiting.

NOTED: It was noted ASM Limited would be tabling a Report on Programme Management later in the meeting which would highlight issues regarding the management of programmes where grant aid is involved.

NIAO

AC/06/2016: ANNUAL AUDIT LETTER DOWN DISTRICT COUNCIL 2014 – 2015

Read: Correspondence dated 5 January 2016 from Ms L Mason, Local Government Auditor enclosing the Annual Audit Letter in respect of Down District Council 2014 – 2015. (Copy circulated)

Mr B O Neill NIAO presented the contents of the above report and confirmed there were no significant issues to report.

AGREED: It was agreed to note the Annual Audit Letter for Down District Council 2014-15.

AC/07/2016: REPORT TO THOSE CHARGED WITH GOVERNANCE DOWN DISTRICT COUNCIL 2014 - 2015

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed to exclude the public and press from the Meeting during discussion on this matter which related to exempt information by virtue of 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).

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed the Committee come out of closed session.

AGREED: When the Committee came out of closed session, during which time Mr B O Neill NIAO highlighted items to be addressed, the Chairman reported it had been agreed the Council investigate policies which existed in the legacy Down District Council and the legacy Newry & Mourne District Council, with the view to developing a single policy for the new Newry Mourne & Down District Council with regard to decommissioning of refuse landfill sites.

**AC/08/2016: ANNUAL AUDIT LETTER
NEWRY AND MOURNE DISTRICT COUNCIL 2014 - 2015**

Read: Correspondence dated 19 January 2016 from Ms L Mason, Local Government Auditor enclosing the Annual Audit Letter for Newry and Mourne District Council 2014 – 2015. (Copy circulated)

Ms C Kane NIAO presented the contents of the above report and confirmed there were no significant issues to report.

AGREED: It was agreed to note the Annual Audit Letter for Newry & Mourne District Council 2014-15.

**AC/09/2016:- REPORT TO THOSE CHARGED WITH GOVERNANCE
NEWRY AND MOURNE DISTRICT COUNCIL 2014 - 2015**

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed to exclude the public and press from the Meeting during discussion on this matter which related to exempt information by virtue of 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).

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed the Committee come out of closed session.

AGREED: When the Committee came out of closed session, after which time Ms C Kane NIAO highlighted items to be addressed, the Chairman reported it had been agreed to note the Report to Those Charged with Governance for Newry and Mourne District Council 2014-15.

**AC/10/2016: ANNUAL AUDIT LETTER
NEWRY, MOURNE AND DOWN DISTRICT COUNCIL
(OPERATING IN SHADOW FORM) 2014 – 2015**

Read: Correspondence dated 8 January 2016 from Ms L Mason, Local Government Auditor enclosing the Annual Audit Letter for Newry, Mourne and Down District Council (Operating in Shadow Form) 2014 – 2015. (Copy circulated)

Ms C Kane NIAO presented the contents of the above report and confirmed there were no significant issues to report.

AGREED: It was agreed to note the Annual Audit Letter for Newry Mourne & Down District Council (operating in Shadow form) 2014-15.

**AC/11/2016: REPORT THOSE CHARGED WITH GOVERNANCE
NEWRY, MOURNE AND DOWN DISTRICT COUNCIL
(OPERATING IN SHADOW FORM) 2014 - 2015**

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed to exclude the public and press from the Meeting during discussion on this matter which related to exempt information by virtue of 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).

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed the Committee come out of closed session.

AGREED: When the Committee came out of closed session the Chairman reported it had been agreed to note the Report to Those Charged with Governance for Newry Mourne & Down District Council (operating in Shadow form) 2014-15.

**AC/12/2016: ANNUAL AUDIT LETTER
PEACE III SOUTHERN PARTNERSHIP JOINT COMMITTEE
2014 – 2015**

Read: Correspondence dated 4 November 2015 from Ms L Mason, Local Government Auditor enclosing the Annual Audit Letter in respect of Peace III Southern Partnership Joint Committee 2014 – 2015. (Copy circulated)

AGREED: It was agreed to note the Annual Audit Letter for Peace III Southern Partnership Joint Committee 2014-15.

**AC/13/2016: REPORT TO THOSE CHARGED WITH GOVERNANCE
SOUTHERN PEACE III JOINT COMMITTEE 2014 – 2015**

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed to exclude the public and press from the Meeting during discussion on this matter which related to exempt information by virtue of 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).

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed the Committee come out of closed session.

AGREED: When the Committee came out of closed session the Chairman reported it had been agreed to note the Report to Those Charged with Governance for Peace III Southern Partnership Joint Committee 2014-15.

**AC/14/2016: ANNUAL AUDIT LETTER
NEWRY, MOURNE AND DOWN STATUTORY TRANSITION
COMMITTEE – PERIOD ENDED 19 JUNE 2014**

Read: Correspondence dated 11 November 2015 from Ms L Mason, Local Government Auditor enclosing the Annual Audit Letter for Newry, Mourne and Down Statutory Transition Committee 2014 – 2015. (Copy enclosed)

AGREED: It was agreed to note the Annual Audit Letter for Newry Mourne and Down Statutory Transition Committee 2014-15.

**AC/15/2016: REPORT TO THOSE CHARGED WITH GOVERNANCE
NEWRY MOURNE AND DOWN
STATUTORY TRANSITION COMMITTEE 2014 – 2015**

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed to exclude the public and press from the Meeting during discussion on this matter which related to exempt information by virtue of 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).

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed the Committee come out of closed session.

AGREED: When the Committee came out of closed session the Chairman reported it had been agreed to note the Report to Those Charged with Governance for Newry Mourne & Down Statutory Transition Committee 2014-15.

**AC/16/2016: GUIDANCE RE: THE LOCAL GOVERNMENT (ACCOUNTS AND
AUDIT REGULATION) NORTHERN IRELAND 2015**

Read: Guidance on the Local Government (Accounts and Audit Regulation) Northern Ireland 2015 – Circular LG302015). (Copy circulated)

AGREED: It was agreed to note the Guidance on the Local Government (Accounts and Audit Regulation) Northern Ireland 2015 – Circular LG302015).

AGREED: It was agreed that a meeting of the Audit Committee be arranged mid September 2016 to meet new deadline for approval of Final Accounts.

Mr Campbell thanked Council officers for the good work they carried out during audits and he also extended thanks to the NI Audit Office for the audit work completed. He said he was satisfied all accounts had received an unqualified audit opinion which was positive for the Council but he did highlight the importance that Officers ensure all recommendations were implemented and that any risks be picked up in the Council's Corporate Risk Register.

He also stressed the importance that Council Officers ensure that audit responses were provided in a timely manner.

ASM INTERNAL AUDIT

AC/17/2016: INTERNAL AUDIT SUMMARY REPORT

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed to exclude the public and press from the Meeting during discussion on this matter which related to exempt information by virtue of 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).

AGREED: On the proposal of Councillor Tinnelly seconded by Councillor Hearty it was agreed the Committee come out of closed session.

When the Committee came out of closed session the Chairman reported the Summary Report from ASM Limited dealt with the following 5 Internal Audit Reports:

- | | |
|--|---------------------|
| - Planning | (Limited Assurance) |
| - Procurement Purchasing and Contract Management | (Limited Assurance) |
| - Programme Management | (Limited Assurance) |
| - Off Street Car Parking | (Limited Assurance) |
| - Leisure | (Satisfactory) |

He referred to some activities which were related to the transfer of functions from DOE and Transport NI in respect of Local Government Reform which were not fully funded and are a risk for the Council. He said he was happy for the recommendations contained in the Summary Report from ASM Limited to be accepted.

Procurement

He referred to additional information which was circulated in relation to Procurement and suggested ASM Limited examine the content of the information as part of their

final fieldwork on Procurement Purchasing and Contract Management. Mr Campbell also asked that Management examine the timeframe for implementing recommendations for Procurement with the view to establishing how these can be actioned sooner.

AGREED: It was unanimously agreed:

- (a) To approve Reports from ASM Limited (Internal Auditors) for the following areas, and Management proceed with the implementation of the recommendations contained therein:
 - Planning
 - Procurement Purchasing and Contract Management
 - Programme Management
 - Off Street Car Parking
 - Leisure
- (b) ASM Limited to consider additional information which was circulated to the Committee which related to issues which were highlighted in the Audit carried out on Procurement Purchasing and Contract Management.
- (c) Management to examine the timeframe for the implementation of Internal Audit recommendations relating to Procurement in order that the implementation of these recommendations can be actioned sooner.

Councillor Enright left the meeting at this point. (3.10pm)

NOTED: 3.10pm - No quorum was present from this point onwards, however it was agreed those Members remaining at the meeting would continue with discussion on the remaining items on the agenda.

During discussion reference was made to the projects highlighted by Internal Audit and the need for policies to be better defined in terms of purchase orders.

Reference was made to the need for additional training for staff and to the resource issues within the new Council which both needed to be addressed.

SUGGESTED WAY FORWARD:

- (a) Council Officers to carry out an urgent review of the Purchasing Policy relating to the use of Purchase Orders for items under £250. The revised Policy to be tabled at a meeting of SMT for consideration.
- (b) Council Officers to examine the provision of a central storage system for the collection of information which will provide the evidence that 'competitive procurement' has taken place.

It was noted that although there would be instances where Purchase Orders could not be raised such items should be supported with Council approval and recorded in Minutes.

Programmes Management

It was noted considerable work had been done to centralise the management of programmes and the Council had now established a Programmes Unit.

Mr Campbell asked that Internal Audit take into consideration the Management responses which were immediately actioned with regard to Programme Management and carry out a further review of this area before the end of the financial year.

SUGGESTED WAY FORWARD:

ASM Limited (Internal Audit) take into consideration the Management responses which were immediately actioned with regard to Programme Management and carry out a further review of Programme Management before the end of the financial year.

Off Street Car Parking

Read: Report dated 28 January 2016 from J McBride Change Manager providing a summary of issues regarding Off Street Car Parking. (Copy enclosed)

It was noted that since the transfer of Off Street Car Parking significant issues still remained regarding establishing the actual boundaries for Council responsibility for off street car parking and that such issues will have to be addressed at central Government level.

Mr Campbell said he was reassured by the Management's responses in relation to Off Street Car Parking and said there were a number of critical issues which needed to be addressed by Transport NI on a regional level as other Councils were experiencing similar issues regarding the transfer of this function.

Planning

It was noted the Council had carried out a review of Planning and recommendations arising from this review would be tabled for discussion at Council Meeting to be held on 15 February 2016.

In concluding, Mr Campbell thanked ASM Limited for providing comprehensive audit reports. He said the implementation of the recommendations contained in these reports will undoubtedly strengthen all the Council services which have been audited. He acknowledged that follow up reporting would be done on those areas which received a Limited Assurance rating and hoped to see these areas coming back to the Committee with improved assurances.

Mr Campbell welcomed the significant progress made on the Annual Internal Audit

Plan since the last Audit Committee Meeting and recognised further work had to be carried out. He thanked both ASM Limited and the Council Officers who were involved in the audits and again encouraged Management to respond to ASM Limited as promptly as possible on receipt of draft internal audit reports.

AUDIT SERVICES SECTION

AC/18/2016: PROGRESS REPORT RE: PROJECT PLAN TO ESTABLISH RISK MANAGEMENT FRAMEWORK

Read: Report dated 22 January 2016 from Mr S Wright, Risk/Investigations Manager (temporary position) regarding progress on a plan to establish a Risk Management Framework. (Copy circulated)

Mr Wright explained the Council needed to deliver its Annual Governance Statement in May 2016 and the Risk Management System was a key part of this statement.

Mr Campbell pointed out that every effort should be made by Officers to have a Risk Management Policy available for consideration and approval by Council on 7 March 2016.

SUGGESTED WAY FORWARD:

It was agreed to note Report dated 22 January 2016 from Mr S Wright, Risk/Investigations Manager (temporary position) regarding progress on a plan to establish a Risk Management Framework.

AC/19/2016: RISK MANAGEMENT POLICY (DRAFT 0.1)

Read: Report dated 19 January 2016 from Mr S Wright, Risk/Investigations Manager (temporary position) regarding a review of the Risk Management Policy (Draft 0.1). (Copy circulated)

Mr Wright circulated additional guidance notes which contained tabular information outlining the Council's approach to Risk Management.

Mr Campbell said it was important to ensure risk was embedded within the organisation and that the Council should adopt a single approach to this.

Both NIAO and ASM Limited indicated the Council Risk Management Policy should be proportionate and be a single approach in order that everyone will buy into it.

SUGGESTED WAY FORWARD:

The Risk Management Policy (DRAFT 0.1) to be referred to a SMT Meeting for consideration with a final Draft being presented thereafter to a Council Meeting for approval.

Mr Campbell said risk management was very important work and he thanked Mr S Wright for presenting the reports to the Audit Committee. He said he hoped that by March 2016 the Council would have a Risk Management Policy in place with a consistent approach to the management of risk.

AC/20/2016: CORPORATE RISK REGISTER (CCR)

Read: Report dated 22 January 2016 from Mr S Wright, Risk/Investigations Manager (temporary position) regarding the Corporate Risk Register (Version 0.1). (Copy circulated)

SUGGESTED WAY FORWARD:

It was agreed to note Council Officers would continue to work on the Corporate Risk Register. The Corporate Risk Register to be presented to the next Meeting of the Audit Committee to be held on Thursday 28 April 2016.

AC/21/2016: REVIEW OF IMPLEMENTATION OF INTERNAL AUDIT RECOMMENDATIONS

Read: Report dated 22 January 2016 from Mr Wright, Risk/Investigations Manager (temporary position) regarding the Review of the Implementation of Internal Audit Recommendations for 2014/2015. (Copy circulated)

SUGGESTED WAY FORWARD:

A progress report on the Review of Implementation of Internal Audit Recommendations (Ref: 2015/16) to be reported back to the next Meeting of the Audit Committee to be held on Thursday 28 April 2016.

HEAD OF FINANCE

AC/22/2016: REPORT OF CAPITAL SPEND – 31 DECEMBER 2015 MANAGEMENT ACCOUNTS – 7 MONTHS TO 31 OCTOBER 2015

Read: Report of Capital Spend to 31 December 2015 and Management Accounts for 7 months to 31 October 2015. (Copy circulated)

Read: Report from Mr R Dowey, Head of Finance regarding Financial Report for Capital and Revenue Spend. (Copy circulated)

SUGGESTED WAY FORWARD:

It was agreed to note that both the Capital Spend Report to 31 December 2015 and Management Accounts for 7 months to 31 October 2015 have both been tabled at Members Budget Workshops.

There being no further business the meeting concluded at 4.25pm.

For consideration at the Council Meeting to be held on Monday 7 March 2016.

Signed: **Mr J Campbell**
 Indpendent Chairperson

Signed: **R Dowey**
 Head of Finance

Report to:	Council 7 th March 2016
Subject:	<i>RISK MANAGEMENT POLICY (Version 1.0) - APPROVAL</i>
Date:	29 th Feb 2016
Reporting Officer:	Liam Hannaway
Contact Officer:	Steve Wright

Decisions Required

- **APPROVE** Risk Management Policy (Version 1.0)
- **NOTE** need to more fully integrate/embed risk management into key decisions going forward.

1.0 **Purpose & Background**

- 1.1 A project plan to design and implement a ***fit for purpose*** risk management framework was submitted to the Audit Committee 29th Oct 2015.
- The objective of this plan was to have a framework in place by the 31st March 2016 (in order to, amongst other things, underpin the completion of a robust Annual Governance Statement for inclusion in the 2015-16 accounts).

- 1.2 A key element of this framework is the **Risk Management Policy**. The timetable to put this policy in place by the 31st March 2016 is as set out below:

Action	Date
Review by CMT (Draft 0.1)	7 th Jan 2016
Initial review by SMT (Draft 0.1)	12 th Jan 2016
Review by Audit Committee (Draft 0.1)	28 th Jan 2016
Review of roles RM13 by SMT (Draft 0.1)	16th Feb 2016
Complete RM Items (per Index Sheet)	18th Feb 2016
Review by SMT (Draft 1.0)	26th Feb 2016
Council Ratification (Version 1.0)	07th Mar 2016

2.0 **Risk Management Policy (Version 1.0)**

- 2.1 A copy of the proposed Risk Management Policy (Version 1.0) is attached at [Appendix 1](#).

3.0 **Points to highlight within the Risk Management Policy**

3.1	A number of key points should be highlighted to members:
3.2	<u>RM 3. OUR APPROACH</u> At RM3 it states “For the Council to be successful it is imperative that it adopts a single approach to the management of risk”. At RM3 it notes that the approach will be based on ISO 31000.
3.3	<u>RM 4.1 DEFINITIONS</u> A number of key definitions have been set out.
3.4	<u>RM 5. RISK ATTITUDE</u> Whilst the Audit Committee has a key role in reviewing the proposed Risk Attitude for the Council it is a matter for the Council to formally approve the risk attitude. The Council can continue to look to the Audit Committee for on-going advice and guidance on this matter. Attention is drawn to RM5, RM 5.1 and also RM10 particularly RM10.1 Guidance Note - Consequence.
3.5	<u>RM 9. PROCESS</u> The generic processes are set out and in accordance with ISO31000. There will be a need to put further tailoring of these processes to the wide range of ‘business’ carried out across the Council.
3.6	<u>RM 10. RISK MATRIX and RM10.1 Guidance Note Consequence</u> Guidance Note 10.1 sets out a number of risks types and also ‘grades’ the consequence of risks occurring. This guidance note plays a vital role in setting out the Council’s Risk Attitude.
3.7	<u>RM 12 RISK REGISTER SYSTEM</u> A Risk Register simply records information about risks. The information held on each risk will be as per the headings set out at RM12. As part of the project plan a set of ‘refreshed’ risk registers will be developed and the intention is to hold these on the Grace System (in the short term at least) from 31st March 2016 onwards.
3.8	<u>RM 13: ROLES AND RESPONSIBILITIES</u> RM13 sets out the various roles/tasks that various individuals, groups or organisations will undertake. There will need to be further development - particularly around risk management roles when working in partnership. Each high gross risk (RED) will have an SMT Director assigned to it as Risk Owner. This will apply even where there is clearly a corporate/shared responsibility.
4.0	<u>Key Issues/Constraints</u>

4.1	• Commitment and resource to ‘run’ the RM processes • Limitations in Grace software to fully implement RM Policy.
5.0	<u>Resource Implications</u>
5.1	Not quantified.
6.0	<u>Appendices</u>
6.1	Appendix 1 - Risk Management Policy Version 1.0

Version 1.0
For Council 7th March 2016

Risk Management Policy

Contents

RM	1	Policy Statement
RM	2	Statement of Commitment
RM	3	Our Approach
RM	4	Risk Management Principles
RM	4.1	Key Definitions
RM	5	Risk Attitude Statement
	5.1	Risk Attitude - Guidance on Timescale
RM	6	Risk Maturity
RM	7	Risk Management Levels
RM	8	Risk Escalation
RM	9	Risk Management Process
RM	10	Risk Matrix
	10.1	Guidance Note - Consequence
	10.2	Guidance Note - Probability
RM	11	Guidance, Education and Training
RM	12	Risk Register System
		- Grace IT System
RM	13	Roles and Responsibilities

Version 1.0
For Council 7th March 2016

RM1 Policy Statement

Term	Definition
POLICY STATEMENT	Risk is defined as the <u>effect of uncertainty</u> on the Councils objectives. The Council recognises that there are risks involved in everything it does and that it has a duty to manage these risks in a balance, structured and cost effective way. In doing so, the Council will better achieve its objectives and enhance the value of the services it provides. The Council will ensure that its risk management arrangements are in line with best practice industry standards.

Version 1.0
For Council 7th March 2016

RM2 Mandate and Commitment

Term	Definition
MANDATE AND COMMITMENT	The development of risk management and ensuring its ongoing effectiveness requires strong and sustained commitment by the members and staff of the Council, as well as strategic and rigorous planning to achieve commitment at all levels. Members and Officers will: - define and endorse the risk management policy - ensure the Council's culture and risk management policy are aligned - determine risk management performance indicators. - align risk management objectives with the objectives and strategy of the Council - ensure legal and regulatory compliance - assign accountabilities and responsibilities at appropriate levels - ensure the necessary resources are allocated to risk management - communicate the benefits of risk management to all stakeholders - ensure that the framework for managing risk continues to remain appropriate

Version 1.0
For Council 7th March 2016

RM3 Our Approach

For the Council to be successful it is imperative that it adopts a single approach to the management of risk.

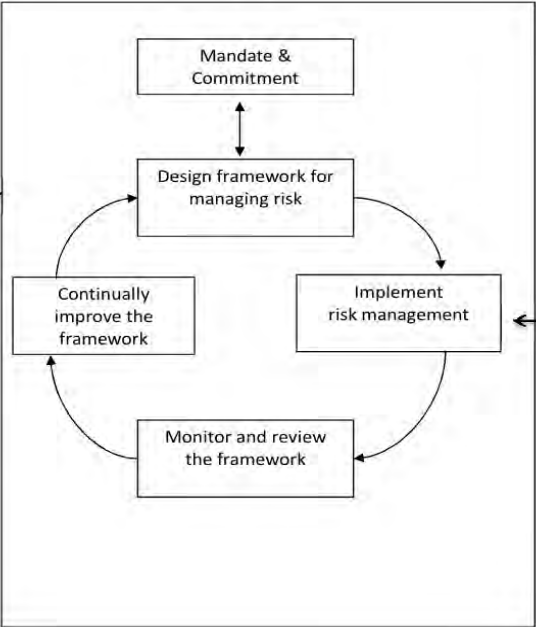
The Council will base its approach to Risk Management on best practice industry standards.
The Council's approach will be consistent with and compliant with ISO31000.

Summary of ISO 31000

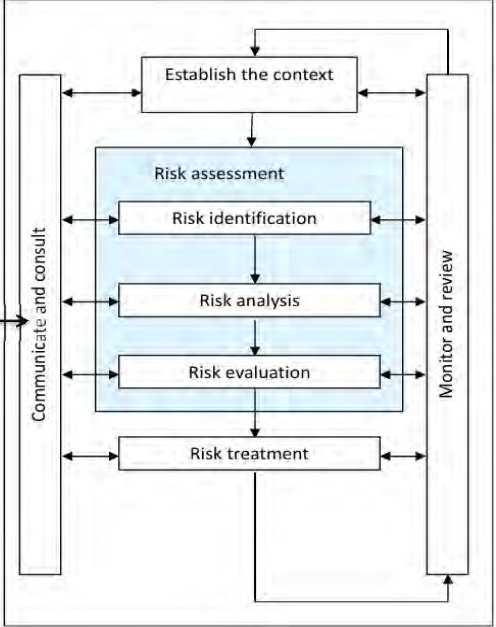
Principles

Creates value
Integral part of organizational processes
Part of decision making
Explicitly addresses uncertainty
Systematic, structured & timely
Based on best available info
Tailored
Takes human & cultural factors into account
Transparent & inclusive
Dynamic, iterative & responsive to change
Facilitates continual improvement & enhancement of the org

Framework



RM Process



Version 1.0
For Council 7th March 2016

RM4 Principles

To ensure that Risk Management is embedded across the entire organisation the following principles will be adopted.

Principle	Intpretation	Mapping to ISO 31000
RISK MANAGEMENT SHOULD CREATE AND PROTECT VALUE	Use risk management to create and protect value. Create and protect value by using risk management to help achieve the Council's objectives and improve its performance.	3(a)
RISK MANAGEMENT SHOULD BE PART OF ALL PROCESSES	Make risk management part of every process at every level. Make risk management a responsibility of every manager.	3(b)
RISK MANAGEMENT SHOULD BE PART OF YOUR DECISION MAKING	Make risk management part of decision making at all levels. Use risk management to make informed choices. Use risk management to prioritize actions.	3(c)
RISK MANAGEMENT SHOULD BE USED TO HANDLE UNCERTAINTY	Use risk management to address the uncertainty that you face. Use risk management to identify and define the nature and type of uncertainties that the Council must deal with. Use risk management to figure out what you can do to address the Council's uncertainties.	3(d)
RISK MANAGEMENT SHOULD BE SYSTEMATIC AND TIMELY	Make sure that the Council's approach to risk management is systematic, structured, and timely. Make sure that your approach contributes to efficiency. Make sure that your approach generates reliable results.	3(e)
RISK MANAGEMENT SHOULD BE BASED ON THE BEST DATA	Make sure that the inputs you use to manage risk are based on the best available information sources. Make sure that decision makers understand and consider the limitations and shortcomings of the data they use to manage risk.	3(f)
RISK MANAGEMENT SHOULD BE TAILORED TO YOUR ENVIRONMENT	Make sure that the Council's approach to risk management is aligned with its unique internal and external context. Make sure that the Council's approach to risk management is aligned with its risk profile.	3(g)

Principle	Interpretation	Mapping to ISO 31000
RISK MANAGEMENT SHOULD CONSIDER HUMAN FACTORS	Make sure that your approach to risk management recognizes and considers the human and cultural factors that can influence the achievement of the Council's objectives. Consider how human capabilities can facilitate or hinder the achievement of your objectives.	3(h)
RISK MANAGEMENT SHOULD BE TRANSPARENT AND INCLUSIVE	Make sure that your approach to risk management is transparent. Make sure that the Council's approach to risk management is open, visible, and accessible. Make sure that your approach to risk management is inclusive. Involve your organization's stakeholders. Involve decision makers from all parts of the Council.	3(i)
RISK MANAGEMENT SHOULD BE RESPONSIVE AND ITERATIVE	Make sure that the Council's approach to risk management is dynamic and responsive. Make sure that your approach to risk management continually senses change and responds to it. Make sure that your approach to risk management is ongoing. Repeat your risk management process whenever and wherever objectives need to be achieved.	3(j)
RISK MANAGEMENT SHOULD SUPPORT CONTINUAL IMPROVEMENT	Use risk management to improve all aspects of the Council. Develop strategies to improve your approach to risk management.	3(k)

Version 1.0
For Council 7th March 2016

RM4.1 Definitions

Term	Definition
RISK	Risk is the "effect of uncertainty on objectives". An <i>effect</i> is a positive or negative deviation from what is expected. Whenever we try to achieve an objective, there's always the chance that things will not go according to plan. Every step has an element of risk that needs to be managed and every outcome is uncertain. Whenever we try to achieve an objective, we don't always get the results we expect. Sometimes we get positive results and sometimes we get negative results and occasionally we get both. Because of this, we need to reduce uncertainty as much as possible. Uncertainty (or lack of certainty) is a state or condition that involves a deficiency of information and leads to inadequate or incomplete knowledge or understanding. In the context of risk management, uncertainty exists whenever the knowledge or understanding of an event, consequence, or likelihood is inadequate or incomplete.
GROSS RISK	Intuitively we recognise some risks are more 'important' than others. The Council seeks to identify and manage the 'bigger' risks to achieving its objectives. To do this the Council needs to identify and 'score' the risk it faces. To do this it identifies and then 'scores' the various risks it faces. This is done via a matrix. Gross Risk is the level of risk if - there are no control measures in place - all controls are failing As a simple rule of thumb its best to think of this as the worst case scenario for this risk. NOTE: Gross Risk is often referred to as Inherent Risk.
KEY CONTROLS	A <i>control</i> is any measure or action that modifies risk. Controls include any policy, procedure, practice, process, technology technique, method, or device that modifies or manages risk. NOTE: Controls are different to Risk Treatments as they are <u>existing</u> at the time of risk assessment.
KEY CONTROL GAPS	Risk Owners are likely to be aware of gaps in the control within there areas of responsibility. These should be identified and set out.
RESIDUAL RISK (CURRENT)	<i>Residual risk</i> is the risk left over after a risk owner has put controls in place. It's the risk remaining after you've reduced the risk, removed the source of the risk, modified the consequences, changed the probabilities, transferred the risk, or retained the risk. Again this is 'scored' via a matrix.
RISK TREATMENT (ACTION PLANS)	If the Residual Risk (Current) is too high then further action will be required. An Action Plan will need to be put in place. This is equivalent to the term Risk Treatment. <i>Risk treatment</i> is a risk modification process. It involves selecting and implementing one or more treatment options. Once a treatment has been implemented, it becomes a control or it modifies existing controls. You have many treatment options. You can avoid the risk, you can reduce the risk, you can remove the source of the risk, you can modify the consequences, you can change the probabilities, you can share the risk with others, you can simply retain the risk, or you can even increase the risk in order to pursue an opportunity.
RESIDUAL RISK (TARGET)	The Action Plan must result in a change in the level of predicted risk. This risk reduction will, amongst other things, justify the investment of resource The reduction of risk will be as a result of the reduction of the likelihood or consequence associated with a risk (negative risk).

Term	Definition
RISK OWNER	A <i>risk owner</i> is a person or entity that has been given the authority to manage a particular risk and is accountable for doing so.
RISK ATTITUDE (RISK APPETITE)	This is the level of risk that the Council is prepared to accept.
ACTION OWNER	An <i>action owner</i> is a person or entity that has been given the authority to carry out a particular action and is accountable for doing so.
ILLUSTRATIVE EXAMPLE (SIMPLIFIED)	By way of illustration take the risk of a major office building burning down and limit our concern to financial impact to rebuild cost only. 1.) Fire Alarms and 2.) fire extinguishers are amongst the controls to mitigate this risk. The Gross Risk is the assessed as the entire building burning down. Without any controls this is likely to happen once every 30 years and cost say £15m to rebuild. This would be considered a very severe risk. With both controls in place (the fire extinguishers and fire alarms) we can reduce the likelihood to once every 50 years and the contain the fire to a smaller part of the building. The impact of the a fire would then be reduced to £1m.
GROSS RISK and RESIDUAL RISK (CURRENT)	The example above helps show why it is important to assess both the Gross Risk and the Residual Risk (Current). When the Gross Risk is high you need to be concerned about whether the controls are working effectively. When the Residual Risk (Current) is too high you need to put an action plan in place.
RESIDUAL RISK (CURRENT) and RESIDUAL RISK (TARGET)	Suppose we have only fire alarms in place. The risk of fire might be every 50 years but now result in £5m cost. If we find this unacceptable we need to put an action plan in place to bring the risk down to an acceptable level. A plan to introduce fire extinguishers in place would be designed and implemented to bring risk down.

Version 1.0
For Council 7th March 2016

RM5 Risk Attitude Statement

Term	Definition
RISK ATTITUDE (OFTEN REFERRED TO AS RISK APPETITE)	This is defined as the Council's approach to assess and eventually pursue, retain, take or turn away from risk (may be Gross Risk or Residual Risk). Before taking any action to reduce/increase the level of RESIDUAL RISK (CURRENT), an organisation must determine its risk appetite; how much risk it is prepared to retain without taking any further mitigating action. Essentially, an acceptable level of risk is one where the cost of removing or further reducing the level of risk is greater than the loss incurred if that risk were to materialise. It is important that the focus is on the promotion of risk awareness, rather than risk avoidance. If the Council's risk appetite is too low, there will be a tendency towards risk avoidance. This can be counterproductive, resulting in missed opportunities and a waste of resource through excessive control. Action & Monitoring timescales are set out at 5.1 Guidance on Timescales.
RED	RED = Very severe: risks which could have a potentially disastrous effect on the organisation without immediate comprehensive action to reduce the level of risk. Very severe risks are those on the matrix coloured red, scored as 20-25.
ORANGE	ORANGE = Serious: risks which have a serious impact, and detrimental effect on the achievement of objectives. Action plans should be developed to reduce the level of residual risk, and reviewed periodically. Serious risks are shown as orange on the matrix, scored as 12-16.
YELLOW	YELLOW = Manageable: risks which can be reduced within a reasonable timescale, in a cost effective manner. Any mitigating actions must be monitored and recorded. Manageable risks are coloured yellow on the matrix, scored as 8 - 10.
GREEN	GREEN = Acceptable: risks where any action to further reduce the level of risk would be inefficient, i.e. the cost in time. Scored 1 - 6 on the risk matrix.

Version 1.0
For Council 7th March 2016

RM5.1 Risk Attitude - Guidance on Timescales

Colour	Timescale for action	Timescale for review
RED	Action immediately	Review within 1 month
AMBER	Action within 3 months	Review within 3 months
YELLOW	Action within 6 months	Review within 6 months
GREEN	Action within 12 months or accept risk	Review controls within period of corporate plan

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For Council 7th March 2016

RM6 Risk Maturity

Term	Definition
RISK MATURITY	One way to test the extent to which risk management is having a positive effect on the Council is to assess its level of maturity: LEVEL 1 Risk Management is engaging with the Council. LEVEL 2 Risk Management is happening within the Council. LEVEL 3 Risk Management is working for the Council. LEVEL 4 Risk Management is embedded and integrated within the Council. LEVEL 5 Risk Management is driving the Council.

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For Council 7th March 2016

RM7 Risk Management Levels

Term	Definition
RISK MANAGEMENT LEVELS	Since Risk Management is not a separate activity and risks are best managed at the most appropriate level it therefore follows that: The Council will manage risk at the following levels (and direction). 1.) Activity Level 2.) Facility Level 3.) Unit / Service Level 4.) Project / Programme Level 5.) Departmental / Directorate 6.) Cross Directorate 7.) Corporate

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For Council 7th March 2016

RM8 Risk Escalation

Term	Definition
RISK ESCALATION	In line with the Risk Attitude and where a single risk or group of risks exceed the pre agreed threshold the risks should be escalated to a more senior level. Similarly it should be clear where a risk can be delegated to a lower level for action. This escalation will be via the pre-agreed procedure.

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RM9 Process

Term	Definition
Step 1: General	Ensure that it is understood that risk management process should be - an integral part of management - embedded in the culture and practices, and - tailored to the business processes of the Council. It is comprised of the activities described in the diagram at RM3
Step 2: Communicate and Consult	What is it? sharing information with stakeholders. Why we do it? - to help to establish the context - to help make sure we understand and consider stakeholders' interests - to help make sure all risks are identified and assessed - to make sure staff and stakeholders understand decisions and actions required - to share lessons with those who can benefit from them.
Step 3: Establish context (and objectives)	What is it? Both the internal and external context. The external context is the social, cultural, political, legal, regulatory, financial environment. It also includes the relationships with, perceptions and values of external stakeholders. The internal environment includes the organisations culture, processes, structure and strategy. Why we do it? risk management needs to be appropriate to the circumstances and resources committed justified.
Step 4: Risk Assessment Step 4.2: Identify risks	What is it? finding and recognising risks describing risks categorising risks. Why we do it? - to generate a comprehensive list of threats and opportunities based on events that might enhance, prevent, degrade, accelerate or delay achieving outcomes. - to provide information about risks so that we can analyse, evaluate, treat, monitor and report on them.
Step 4.3: Analyse risks	What is it? interpreting the risk determining the level of risk exposure. Why we do it? - to understand the level of exposure should controls fail - to help to identify ineffective controls - to understand the level of exposure with controls in place - to inform decisions as to whether the controlled risk is acceptable or not and guide risk treatment.
Step 4.4: Evaluate risks	What is it? comparing the controlled risk with the risk tolerance. Why we do it? - to determine whether the controlled risk is acceptable - to determine whether the controlled risk needs further treatment - to prioritise risk treatment.
Step 5: Treat risks (and Prioritise)	What is it? choosing option(s) for modifying the risk reassessing risk levels with controls and treatments in place.

Term	Definition
	Why we do it? - to identify treatments for risks that do not meet acceptable tolerance level - to understand the level of risk with controls and treatments in place - to prioritise risks for monitoring and review.
Step 6: Monitor and review	What is it? - re-examining the context and reviewing performance - determining whether the risk profile has changed and whether new risks have emerged - checking control effectiveness and progress of treatments. Why we do it? - to keep risk information current - to identify emerging risks - to maintain current understanding of inherent, controlled and treated risks - to provide feedback on efficiency and effectiveness of controls - to identify any necessary changes to treatments - to reassess priorities - to identify any necessary changes to the risk management context - to capture lessons from failures, near-misses and success.

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RM 10 Risk Matrix

A risk matrix will be used to evaluate the risks so that there is an understanding of the risk exposure faced. This in turn influences the level of risk treatment that should be applied to manage/reduce/prevent the risk. This matrix is used for assessing Gross Risk and Residual Risk.

RiskAssessment Matrix							
			PROBABILITY				
			Rare	Unlikely	Possible	Likely	V Likely
		Score	1	2	3	4	5
CONSEQUENCES	Fundamental	5	5	10	15	20	25
	Major	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Minor	2	2	4	6	8	10
	Not significant	1	1	2	3	4	5

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RM10.1 Guidance Note - Consequence

		Risk Type (with associated impact)					
		Impact on individual(s) – staff or public.	Statutory Duty.	Business / Operational	Buildings/ Environmental	Engineering/ Quality of Service	Finance
Consequence	Score						
Fundamental	5	• Death	• Multiple breach of statutory legislation and prosecution.	• Litigation > £500k expected.	• Critical Environmental Impact.	• Severe impact on customer satisfaction.	• Significant financial impact (over 5% of total directorate budget)
				• National Media Interest	• Service closed for unacceptable period.	• Gross failure to meet professional / national standards	• Theft / loss >£250k
				• Severe loss of confidence and reputation			
Major	4	• Major injury/ill health (reportable)	• Multiple breach of statutory legislation and improvement notice issued.	• Litigation >£250k to <£500k expected.	• Major/significant environmental impact	• Major impact on customer satisfaction.	• Major financial impact (between 2% - 5% of total directorate budget.
		• Major clinical intervention		• Adverse publicity	• Severe disruption to service	• Failure to meet professional / national standards	• Theft / loss between £100k - £250k
		• Permanent Incapacity		• Impact on reputation			
Moderate	3	• Temporary Incapacity	• Single breach of statutory legislation and Improvement Notice issued.	• Litigation >£50k - <£250k possible.	• Moderate environmental impact	• Formal complaint expected.	• Moderate financial impact (between 1% and 2% of total directorate budget)
		• Short term monitoring		• Potential for adverse publicity, avoidable with careful handling	• Moderate disruption to services	• Failure to meet internal standard	• Theft / loss between £50k - £100k
		• Additional medical treatment up to 1 year		• Potential to impact on reputation.			
Minor	2	• First Aid/ self treatment	• Breach of statutory legislation.	• Litigation <£50k	• Localised environmental impact	• Possible complaint.	• Minor financial impact (up to 1% of total directorate budget)
		• Minor injury		• Impact on reputation – internal awareness,	• Disruption to service perceived as inconvenient	• Single failure to meet internal standard.	• Theft / loss between £1 - £50k
		• Minor ill health up to 1 month					
		• Near miss (small cluster)					
Not significant	1	• Near miss (single)	• Near breach of statutory legislation.	• Possible litigation due to settlement is <£5k.	• Minimal impact to environment.	• Customer initially unhappy.	
		• No adverse outcome.	Minor breach of guidance or legislation.		• Minimal disruption.	• Minor non-compliance with internal standard.	
		• No injury or ill-health.					

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For Council 7th March 2016

RM10.2 Guidance Note - Probability

Likelihood of Event or Incident occurring		
Likelihood Descriptor	Score	Probability / Likelihood (of event or incident occurring over lifetime of Corporate Plan).
Very Likely	5	The event is more likely than not to occur.
Likely	4	The event is likely to occur.
Possible	3	There is a reasonable chance of the event occurring.
Unlikely	2	There event is unlikely to occur.
Rare	1	The event will occur only in exceptional circumstances.

Version 1.0

For Council 7th March 2016

RM11 Guidance, Education and Training

There will be a need to develop the Council's risk management capability over the period of this Corporate

Appropriate guidance, education, training and support will developed and provided.

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RM12 Risk Register System

The Council will maintain a register of its key risks although this register will be sub-divided for practical purposes.

It will assign named posts (individual officers) as owners for ensuring the risk is correctly identified and assessed and any treatment (action plan) is implemented, monitored and effectively managed.

The Council will use an appropriate IT System to support the Risk Management Process.
In the short term this is likely to remain as the Grace System.

The following information will be included on the Register:

Risk (Name)
Context
Description
SMT Member (Risk Owner)
AD / CMT Link.
Other (Interim = until structure completed)
Support

Gross Risk
Key Controls / Identified Control Gaps
Residual Risk (CURRENT)
Action Plan
Residual Risk (TARGET)
Review / Note

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For Council 7th March 2016

RM13 Roles and Responsibilities

All members, staff and partner organisations have a role to play to ensure that risk is effectively managed by the Council.
The responsibilities for each key role are set out below:

Role Name	Role Description
Council	- Formal approval of the Risk Management Policy - Approve the risk attitude of the Council (see RM5). - Ensuring effective risk management throughout Council. - Consider risk when making key decisions.
Elected Members	- Gain an understanding of risk management and the benefits - Maintain an awareness of the risk management implications of policy decisions - Be aware of how risks are being managed through planning processes.
Audit Committee	- Review of effectiveness of Risk Management Policy - Review and endorse changes to Risk Management Policy - Provide comment and challenge on risk management activity and progress. - Monitor progress towards embedding risk management (risk maturity see RM6)
Chief Executive Senior Management Team	- Determine the Council's Risk Management Policy for approval by Council. - Support and promote risk management throughout Council. - Ensure (where appropriate) key decision reports include a section to demonstrate that arrangements are in place to manage any risks.
Lead Director. Director of Corporate Services	Overall leadership for the implementation of the RM Policy and delivery of the Council's risk management function in accordance with best practice.
Director	- Implement the Risk Management Policy. - Act as Risk Owner for allocated Corporate Risks - Ensure effective operational risk management within their areas of responsibility.
Corporate Management Team	- Management of Corporate Risk Register - Co-ordination of implementation of actions
Assistant Directors	- Act as Risk Owner for allocated Operational Risks - Agree schedule of Risk Registers held within their areas of responsibility - Ensure their staff have appropriate understanding and training on Risk Management.
Heads of Service	- Manage risks effectively in their service area in accordance to the RM Policy. - Where necessary escalate risks. - Ensure their staff have appropriate understanding and training on Risk Management.
Employees	- Manage risks as part of their job and report risks to their manager. - Where necessary escalate risks. - Ensure their staff have appropriate understanding and training on Risk Management.

Role Name	Role Description
Further Refinement	
Support Arrangements	The role of the various groups and teams will be developed further: - Local Government Audit (NIAO) - Internal Audit - Departmental Risk Controllers/Administrators - Risk Management Steering Group - Risk Specialists - H&S, Fire Safety, Insurance, Business Continuity, Emergency Planning. - Other support functions
Partnership Working	To be developed further includes suppliers / contractors.

NEWRY, MOURNE AND DOWN DISTRICT COUNCIL

REPORT of Elected Member Development Working Group held on Thursday 4 February 2016 at 4:00pm am in the Commedagh Room, Downshire Civic Centre

In attendance:

(Councillors)

Councillor T Andrews

Councillor H Harvey

Councillor R Mulgrew

In attendance

(Officials)

Mrs C Miskelly, Assistant Director, Human Resources

Ms H McKee, Assistant Director, Community Planning

Mrs A Magorrian, Learning & Development Manager

Mrs E Leckey, Learning & Development Manager

Mrs E McParland, Democratic Services Manager

Mrs C Taylor, Democratic Services Officer

Apologies:

Councillor C Casey

Councillor G Fitzgerald

Councillor D Taylor

NORTHERN IRELAND CHARTER FOR ELECTED MEMBERS

Read:

Report dated 4 February 2016 from Aveen Magorrian, Learning and Development Manager, regarding the Elected Member Development Charter.

Assessment Report (circulated)

NOTED:

Mrs Magorrian made a presentation on the Elected Members' Development Charter, during which, the following points were made:-

- Councillor Andrews, through NILGA was now a trained assessor for the Northern Ireland Charter for Elected Members.
- A systematic approach to Member Development was required.
- Cross Party representation was a vital part of attaining the Charter.
- Active engagement of a minimum of 60% of Members would be required as a 60% response rate is required to the Training Needs Analysis
- The previous traffic light system where progress against the criteria in the Charter could easily be tracked, was a good system.
- If Council was to commit to reassessment, this would take place before December 2016.

- The role of the EMDWG needed to be an active one – not passive. A high level of commitment was required from the Members for the bi-monthly meetings, and if Members were unable to attend, then a nominee from their Party should be asked to attend.
- Information should be reported back to the parties from the Working Groups.
- Alternate venues between the Downshire and Monaghan Row had been scheduled to make attendance easier for Members.
- The Minutes of the Elected Member Development Working Group should be agreed at Council.
- Value for money and productivity should be at the forefront of delivering services for the ratepayers of the District.
- A Terms of Reference for the Working Group would be drawn up if agreement to go ahead with the reassessment was achieved.

Ms Miskelly emphasised the high level of commitment required by Elected Members on the Working Group if the Council was to pursue achievement of the Elected Member Development Charter is as the Charter is led by the Elected Members and WG members will be asking other elected members to undertake assessments, attend training, complete documentation and adhere to processes put in place to make a system work.

AGREED:

It was agreed that :-

- **The Elected Member Development Working Group confirms its commitment to reassessment against the Northern Ireland Charter for Elected Member Development.**
- **There would be a recommendation to Council that assessment for reaccreditation should be pursued.**

E-LEARNING

Read:

Report dated 4 February 2016 from Edel Leckey, Learning and Development Manager regarding Introduction of 'ELearning'.

Learningpool Catalogue (circulated).

NOTED:

Ms Leckey made a presentation on the introduction of ELearning (LMS), during which, the following points were made:-

- eLearning user guides could be uploaded to the site which would help with login and help desk support.
- Elected Members courses were available on the eLearning site.
- Evaluations could be undertaken and course certificates produced for students who had successfully completed their e-Learning course.
- 2 nominations were requested either from the Working Group Members or a Party nomination to work through the subject matter to ascertain whether or not it was suitable.
- The first course should be launched around May 2016.
- Classroom based materials would be available for students who could not access the eLearning facility.
- The eLearning solution had been procured through the Staff Commission on behalf of the 11 Councils.
- Members would save on time and travel expenses by using the eLearning solution and not having to travel throughout the District.
- Documents such as the competency framework and Council policies could be uploaded to the eLearning site.
- The site could be used to assist community groups in applying for funding.
- Members could suggest areas which they would like information to be uploaded on.
- There was the potential to do away with paper based manuals ie. induction manual.

Agreed: **It was agreed that :**

- **Members support this approach to eLearning which would provide an alternative to and supplement more traditional 'classroom style' training, as well as offer Members greater flexibility in terms of access to learning.**
- **Councillor Mulgrew would test the eLearning site for user friendliness and would report back to Edel Leckey, Learning and Development Manager with feedback.**
- **Elected Members would talk to their Parties to seek volunteers to use the Councillor learning materials on the site and advise if they are fit for purpose.**

CAPACITY BUILDING

Strategic Planning

Read: **Report dated 4 February 2016, from Ms H McKee, Assistant Director, Community Planning regarding Strategic Planning – Capacity Building.**

NOTED: Ms McKee advised that Members had requested capacity building around the issues of Community Planning, Spatial Planning and Transformational Leadership.

The following points were noted:

- One option was the World Game, which had been trialled at Queens University, Belfast and was a very interactive session which involved negotiation and collaboration and could help with the planning process.
- The World Game could be adapted to the Northern Ireland context.
- Another option was a master class at the University of Ulster which would help to link Community Planning and Spatial Planning.
- Part of the cost was that the World Game could be tailored to be NI specific.
- Consideration should be given to the shortage of time Members had to attend, especially for a full day.

Following comments from Members and Officers, it was

Agreed: **It was agreed that:**

- **The officer would ascertain whether the capacity building would take place this financial year or in the next financial year.**
- **Whether the master class could be provided over a half day, rather than a full day.**
- **Whether the master class could be tailored to be more interactive.**
- **The above information to be brought back to the Members.**

Advanced Diploma in Civic Leadership and Community Planning

Read: **Report dated 4 February 2016, from Ms A Magorrian, Learning and Development Manager, regarding Advanced Diploma in Civic Leadership and Community Planning**

NOTED: Ms Magorrian asked that Members note the information provided on the Local Government Training Group (LGTG) Programme and the Advanced Diploma in Civic Leadership and Community Planning, accredited by the Ulster University. She advised Members of the cost of the Advanced Diploma.

Members were asked to draw attention to the programme through their parties.

NOTED: **The Local Government Training Group (LGTG) Programme and the Advanced Diploma in Civic Leadership and Community Planning, accredited by the Ulster University.**

Agreed: **It was agreed that: Members would draw attention to the programme through their parties.**

DATES OF MEETINGS

NOTED: **The dates of the forthcoming meetings were noted.**

Agreed: **It was agreed that the Minutes of the Elected Member Development Working Group would be approved at Council.**

There being no further business, the meeting closed at 5:20pm.

Policy Forum for Northern Ireland Keynote Seminar:

Housing in Northern Ireland: meeting market demand and reforming the social housing sector

Timing: Morning, Wednesday, 14th September 2016

Venue: Central Belfast



Draft agenda subject to change

- | | |
|---------------|---|
| 8.30 - 9.00 | Registration and coffee |
| 9.00 - 9.05 | <u>Chair's opening remarks</u>
Senior Member of the Legislative Assembly |
| 9.05 - 9.35 | <u>Addressing the policy challenges of housing in Northern Ireland</u>
Jim Wilkinson , Director of Housing, Department for Social Development
Questions and comments from the floor |
| 9.35 - 9.45 | <u>Northern Ireland's housing market: the current state of play</u>
Nicola McCrudden , Director of Republic of Ireland and Northern Ireland, Chartered Institute of Housing |
| 9.45 - 10.45 | <u>Meeting the demand for housing: next steps for the private rental sector and the housing market</u>
Janet Hunter , Director, Housing Rights Service
Richard Ramsey , Northern Ireland Economist, Ulster Bank
Senior representative, construction
Senior representative, planning
Senior representative, estate agent
Questions and comments from the floor with Nicola McCrudden , Republic of Ireland and Northern Ireland, Chartered Institute of Housing |
| 10.45 - 10.50 | <u>Chair's closing remarks</u>
Senior Member of the Legislative Assembly |
| 10.50 - 11.20 | Coffee |
| 11.20 - 11.25 | <u>Chair's opening remarks</u>
Senior Member of the Legislative Assembly |
| 11.25 - 11.55 | <u>The impact of welfare reform on the social housing sector</u>
Senior speaker to be announced
Questions and comments from the floor |
| 11.55 - 12.55 | <u>Social housing reform: regulating providers, the tenant participation strategy, tackling waiting lists and developing new social housing</u>
Professor Paddy Gray , Professor of Housing, Ulster University
Ricky Rowledge , Director, Council for the Homeless Northern Ireland
Clare McCarty , Chief Executive, Clanmil Housing Association
Colm McDaid , Chief Officer, Supporting Communities Northern Ireland
Questions and comments from the floor |
| 12.55 - 13.00 | <u>Chair's and Policy Forum for Northern Ireland closing remarks</u>
Senior Member of the Legislative Assembly
Sean Cudmore , Deputy Editor, Policy Forum for Northern Ireland |



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Mr Liam Hannaway - Chief Executive
Newry, Mourne and Down District Council
Monaghan Row
NEWRY
BT35 8DJ

29 February 2016

Dear Mr Hannaway



Bryansford Post Office®
64 Bryansford Village, Bryansford, Newcastle, BT33 0PT

Temporary Closure – update

I'm writing to let you know what's been happening with the above Post Office service which closed temporarily on 10 June 2015.

Bryansford Post Office closed because the Postmaster resigned and withdrew the premises for Post Office use. Since the closure, we have been exploring our options for restoring a Post Office service to our customers in the area.

When working to restore a Post Office facility, we always seek to provide a service tailored to local circumstances and reflecting customer demand. In Bryansford therefore we are investigating whether a hosted outreach option would best serve the locality. This is a tried and tested way of maintaining or reinstating a Post Office service to smaller communities and is operated by a Postmaster from a nearby branch as long as suitable premises can be found. A hosted facility offers access to a range of products and services during specified hours on set days, with hours of opening set to reflect likely customer usage.

I have also personally visited the area, but unfortunately so far we have received no interest or formal applications for the position.

I'm sorry for the time it is taking to restore a service locally and for the inconvenience the ongoing temporary closure is causing to our customers. We hope they will continue to use the other branches in the area during this time. If you have any suggestions that may help us to restore a service or have any questions please write to me via the Communication and Consultation Team at the address shown below. Please note that your comments will not be kept confidential unless you expressly ask us to do so by clearly marking them "In Confidence".

We're carrying out this communication in line with our Code of Practice. You can find more information about the Code at the end of this letter.

Thank you for your continued patience during the time taken to resolve this situation. I'll write to you again when I have more news.

Yours sincerely

Mandy Donaldson
Field Change Advisor

- Council Meeting - March 2016 90 SARAH TEGGART.

How to contact us:

 comments@postoffice.co.uk

 FREEPOST Your Comments

Please note this is the full address to use and no further address details are required.

 Customer Helpline: 03457 22 33 44
Textphone: 03457 22 33 55

 www.postoffice.co.uk

To get this information in a different format, for example, in larger print, audio or braille please contact the Customer Helpline on 03457 22 33 44 or Textphone 03457 22 33 55.

This communication process has been agreed with the independent statutory consumer watchdog, which in Great Britain is Citizens Advice and Citizens Advice Scotland, and in Northern Ireland, the Consumer Council, and is being carried out in line with our Code of Practice for changes to the Post Office network, which we have agreed with them. If you'd like copies of the Code they are available on our website at: www.postoffice.co.uk/transforming-post-office. If you think that the process has not been properly followed and wish to make a complaint, then please write to us or email us via the contact details included in our posters and letters and let us know why. We'll examine your complaint and respond to you as soon as we can. We will provide you with the relevant contact points for the consumer watchdog, so if you are still not satisfied when you have received our response, you can ask them for their assistance.

**2018 Review of Parliamentary Constituencies - News Release**

contact bcni to: contact bcni

24/02/2016 12:00

Good Morning

Please find attached a news release from the Boundary Commission for Northern Ireland regarding the launch of the 2018 Review of Parliamentary Constituencies. Please note that this is subject to embargo until 2.00pm today.

Also attached is a Frequently Asked Questions document which I trust you will find helpful.

Regards

Tim

Tim Johnston

Office Manager

Boundary Commission for Northern Ireland

Tel: 028 905 27041

Mob: 0789 666 2196

Email: tim.johnston@boundarycommission.org.uk

Boundary Commission for Northern Ireland

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17 MPs FOR NORTHERN IRELAND

The 2018 Review of Parliamentary constituencies starts today. In accordance with schedule 2 of the Parliamentary Voting System and Constituencies Act 2011, the number of Parliamentary constituencies across the UK will reduce to 600. In Northern Ireland, the decrease will be from **18** seats to **17** at the next Westminster elections, expected in 2020. This will mean redrawing the existing constituency boundaries.

Across the UK, the number of constituencies is being reduced:

- in England **501** in place of the current 533;
- in Scotland **53** in place of the current 59
- in Wales **29** in place of the current 40; and
- in Northern Ireland **17** in place of the current 18.

The legislation determines that in most of the UK the electorate of each constituency will have to be within 5% of the electoral quota (**74,769**). The smallest permitted electorate in any constituency will be **71,031** and the largest **78,507**.

In Northern Ireland the legislation allows for a wider range, in certain proscribed circumstances, from **69,401** to **78,507**.

The Boundary Commission for Northern Ireland, which is responsible for reviewing Northern Ireland's Parliamentary constituency boundaries, will put its final recommendations to the Secretary of State for Northern Ireland by 1 October 2018.

Eamonn McConville, Secretary to the Commission, said: "**The Commission will now begin its work on developing provisional proposals. These will be published for public consultation towards the end of this year.**"

The proposals will be fully available for comment by everyone with an interest and the consultation process will include a number of public hearings.”

Further information on the review can be found on the Commission’s website:
www.boundarycommission.org.uk.

Boundary Commission for Northern Ireland

2018 Periodic Review of Westminster Constituencies

Frequently Asked Questions

Why is the review taking place?

A review of the boundaries of all Westminster constituencies takes place in accordance with the Parliamentary Voting System and Constituencies Act 2011.

Who is carrying out the review?

The review will be carried out by the 4 parliamentary Boundary Commissions in the United Kingdom, one each for England, Scotland, Wales and Northern Ireland.

What are Boundary Commissions?

- The Commissions are permanent bodies independent of Government established to keep under review the number, names and boundaries of Parliamentary constituencies and report to the Secretary of State.
- The Speaker of the House of Commons is the Chairman of each of the four Commissions.
- There are three members of the Northern Ireland Commission. The Deputy Chairman, who presides over Commission meetings, is a High Court Judge appointed by the Lord Chief Justice. The Commission's two other members are appointed by the Secretary of State for Northern Ireland.

How many constituencies will there be?

- There will be 600 constituencies across the United Kingdom, down from the current 650.
- The number of constituencies in each of England, Scotland, Wales and Northern Ireland is calculated broadly in proportion to electorate. For the 2018 Review the number of constituencies in each part of the UK will be: England 501 down from 533, Scotland 53 down from 59, Wales 29 down from 40 and Northern Ireland 17 down from 18.

- The following island constituencies are protected in the legislation: Na h-Eileanan an Iar constituency, Orkney and Shetland constituency and 2 constituencies for the Isle of Wight.

What size will the new constituencies be?

- A single United Kingdom electoral quota is calculated by taking the United Kingdom parliamentary electorate on 1 December 2015, excluding the islands listed above, and dividing by 596. This gives a figure of 74,769.2.
- Constituency electorates are to be within 5% of the United Kingdom electoral quota (i.e. no less than 71,031 and no more than 78,507).
- The minimum electorate requirement does not apply if the area of a constituency is greater than 12,000 square kilometres (this will not affect NI constituencies).
- No constituency is to be larger than 13,000 square kilometres (this will not affect NI constituencies).
- The specified island constituencies are excluded from the rule limiting constituency electorates (this will not affect NI constituencies).
- Rule 7 of the 2011 Act, allows Northern Ireland constituencies to deviate from the UK electoral quota in certain specified circumstances.

Which Northern Ireland constituencies will be lost?

- The Commission will begin its work now on defining the new constituencies. This will take place during the remainder of 2016. The proposed distribution of constituencies will be set out in our Provisional Proposals which will be published for public consultation towards the end of the year.

What is Rule 7?

- Rule 7 applies only to Northern Ireland.
- It permits Northern Ireland constituencies to vary from the UK electoral quota when the NI average electorate differs from the UK quota to such an extent that the ability of the Boundary Commission for Northern Ireland to exercise its discretionary powers or to meet the deadline for the submission of its report to the Secretary of State is jeopardised.
- This means that for the 2018 review, Northern Ireland constituencies may have a range of between 69,401 and 78,507 registered voters.

Will any other factors be taken into account?

- The legislation specifies that Commissions may take into account special geographical considerations, local government boundaries, existing constituency boundaries and local ties that would be broken by changes to constituencies.

What is the review timing?

- The Commissions must report before 1 October 2018.
- The start of the review was announced on 24 February 2016.
- The review is taking place simultaneously for all parts of the United Kingdom, with the resulting constituencies expected to be used for the next General Election.
- Subsequent reviews will take place every 5 years.

What is the review process?

- All 4 Commissions in the United Kingdom liaise at the start of the review to agree the allocation of constituencies.
- The Boundary Commission for Northern Ireland (BCNI) will prepare its Provisional Proposals and publish them for public consultation towards the end of the year. The Provisional Proposals will be uploaded onto the BCNI website and will also be available at display points around Northern Ireland. Details of display points will be advertised in due course.
- There is a 12 week consultation period on the Provisional Proposals, when representations on the proposals can be submitted to the Commission.
- BCNI will hold Public Hearings during the consultation on its Provisional Proposals to enable representations to be made. Details on the location of Public Hearings will be publicised in due course.
- All representations received about the Provisional Proposals are published for public scrutiny for 4 weeks following the end of the public consultation period.
- The Commission will consider all representations received and then decide whether any amendments to the Provisional Proposals are merited. If amendments are made, the Commission will publish Revised Recommendations for public consultation. These will be uploaded onto the BCNI website and will also be available at display points around Northern Ireland. Details of display points will be publicised in advance.
- There is an 8 week consultation period on any Revised Proposals.

- BCNI can incorporate any further amendments to the constituency proposals into its Final Report without further public consultation.

Will constituencies be different after this review?

- It is expected that few, if any, of the existing constituencies will remain unchanged.
- Even where an existing constituency has an electorate within the required range for this review, it may not be possible to retain that constituency because of changes required to surrounding constituencies.

How are constituencies allocated to each part of the United Kingdom?

- Constituencies are allocated broadly in proportion to the electorate of each of the 4 parts of the United Kingdom using the Sainte-Laguë method. The legislation sets out the calculation steps.
- The two Scottish island constituencies and the 2 Isle of Wight constituencies are not included in the constituency allocation process.

How can I find out more?

- BCNI will update its website www.boundarycommission.org.uk with all information about the review as it becomes available.
- BCNI will also issue News Releases at key stages of the review.

What happens next?

- The Commission will start the process of developing its Provisional Proposals for constituencies, which are expected to be published for public consultation towards the end of 2016. At that time, everyone will have the opportunity to let the Commission know their views on its proposals.

How can I participate?

- Keep an eye on the BCNI website to keep track of the review.
- Look out for information on the Commission's proposals at display points in your area.
- Comment on the Commission's proposals during the public consultation stages.

Must the Secretary of State for Northern Ireland accept the Commission's Recommendations?

- Under the 2011 Act, the Secretary of State for Northern Ireland may only make modifications to a Commission's report at the request of the Commission, accompanied by a statement of the reasons for the modifications requested.

Will the 2018 review have any effect on NI Assembly constituencies?

- Section 33 of the Northern Ireland Act 1998 provides that the boundaries of the Northern Ireland Assembly constituencies are the same as the Parliamentary constituencies, with each constituency returning 6 Assembly members. There is an undertaking in the Stormont House Fresh Start Agreement to reduce the number of MLAs returned in each constituency from 6 to 5, and the Northern Ireland Assembly has approved a Bill which gives effect to that commitment. This is a matter outside the remit of the Boundary Commission.

Secretariat

Boundary Commission for Northern Ireland

February 2016

16th February 2016

HOUSE OF COMMONS
LONDON SW1A 0AA

Please quote Our Reference on all correspondence

18 FEB 2016

Our Ref: LG/C/R/8/16

Liam Hannaway
Newry, Mourne and Down District Council
Downshire Civic Centre
Downshire Estate
Ardglass Road
Downpatrick
BT30 6GQ



Dear *Mr Hannaway*

RE: Rates Support Grant (RSG)

I have received a response from the Minister of the Environment, Mark H Durkan MLA, regarding the above named subject matter.

I have been advised that despite the Minister's objections to the cuts to the RSG, the remainder of the Executive was able to over-rule any objections raised and so efforts made by the Minister to have the RSG excluded from the budget restrictions were not successful.

The Minister has advised me that he was able to provide additional money of £2.1m to less well-off councils this financial year, a figure which he hopes to increase next year. The Minister voted against the Executive proposed Budget scenario which incorporated a proposed reduction in the baseline funding inclusive of the RSG, however it was approved by a majority vote.

Given the importance in supporting council services, Minister Durkan has advised me that he has decided to protect the level of RSG for 2016/17 at just over £18 million. He has informed me that Newry, Mourne and Down council received additional RSG of £290,570 in October 2015. The allocation for the Council in 2016/17 is £2,596,719.

I asked the Minister if a review of less well-off councils would be appropriate to determine the levels of funding they would need under the new Budget. The Minister agreed that this would be appropriate given due to the recent reorganisation of councils last year. This review is due to take place at some point after the upcoming Assembly elections.

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Follow me on

facebook





HOUSE OF COMMONS

LONDON SW1A 0AA

Please quote Our Reference on all correspondence

I hope this reply is satisfactory to you. It is unfortunate that despite efforts made by the Minister, the Executive has made the decision to significantly cut funding to Local Government. I remain completely opposed to any cuts to public services.

I will continue to pursue this matter, and if you would like further assistance with this please do not hesitate to contact me. I would also welcome your comments on the Minister's reply.

I look forward to hearing from you soon.

Yours sincerely,

Margaret Ritchie MP

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146

18th February 2016

Mr Liam Hannaway
 Chief Executive
 Newry Mourne & Down
 District Council
 Monaghan Row
 Newry
 BT35 8DJ

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



Date 19 FEB 2016

Chief Executive
 Liam Hannaway

Liam, A Chara,

RE: RATES SUPPORT GRANT

I refer to the above and am responding on behalf of myself and my colleague Conor Murphy MLA to your recent letter.

As you may be aware that Assembly are not accepting motions between now and the end of the mandate due to the high volume of legislation going through and the final stage of the budget is now due to be heard on Tuesday.

I am very happy to meet with the council to discuss what options would be available to highlight this matter, including facilitating a council delegation to meet the Minister.

Grateful if you could contact my office with suitable dates and times which suit for the meeting. I would also ask if you could also send MLA correspondence to Conor Murphy MLA, who didn't receive your recent letter.

Is mise le meas

MEGAN FEARON MLA



flickr



YouTube



Ardglass Golf Club

m/23

Dear Liam,

Many thanks for your letter back in October on my Walker Cup performance. I really enjoyed the whole week and experience with the guys on the GB & I team along with our competitors Team USA. It was a great personal achievement but I was also delighted to represent Ardglass Golf Club as they have been fantastic in supporting me through my amateur career.

I hope 2016 is as good to me as 2015.

Thanks again

Yours Sincerely



Cormac Sharvin

Ardglass Golf Club.

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



Date 18 JAN 2016

Chief Executive

Liam Honnaway



Castle Place | Ardglass | Co. Down | N. Ireland BT30 7TP
Telephone: 028 4484 1219 | Fax: 028 4484 1841
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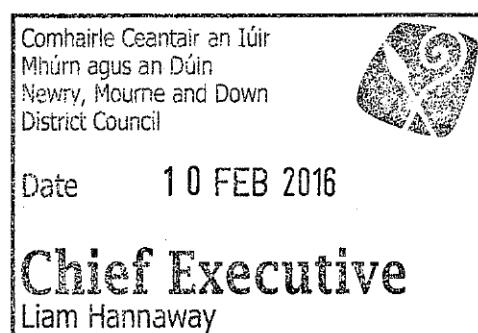
m/28

183 Navan Road
Dublin 7

N. 4858/16

3 February 2016

Mr Liam Hannaway
Chief Executive
Newry, Mourne and Down District Council
Newry Office
O'Hagan House
Monaghan Road
Newry BT35 8DJ
Northern Ireland



Dear Mr Hannaway,

Thank you for your letter of 11 November 2015, with which you communicated the resolution of the Newry, Mourne and Down District Council formally inviting His Holiness Pope Francis to visit the District on a future journey to Ireland.

On behalf of the Holy Father, allow me to express sincere gratitude for this very gracious invitation, which has been duly noted.

With kind regards and prayerful good wishes, I remain

Sincerely yours in Christ,

+ Charles J. Brown

Archbishop Charles J. Brown
Apostolic Nuncio



Department of

**Health, Social Services
and Public Safety**www.dhsspsni.gov.uk

Mr Liam Hannaway
Chief Executive
Newry Mourne and Down District
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Downshire Civic Centre
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Secondary Care Directorate
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Tel: 028 9020 0265

Ryan.wilson@dhsspsni.gov.uk

Ref: TOF/72/2016

Date: 10 February 2016

Dear Mr Hannaway

HELICOPTER EMERGENCY MEDICAL SERVICE (HEMS) FOR NORTHERN IRELAND – PUBLIC CONSULTATION

Thank you for your letter regarding the above consultation, which was received by e-mail on 28 January 2016. Unfortunately, we do not appear to have received an earlier copy of your letter, despite it being dated 18 December 2015. You will be aware that the consultation closed on 22 January 2016.

Whilst it would not have been feasible to stage consultation events in every council area within the eight week timeframe, the venues were selected in order to provide the public with the option, should they wish, of attending a meeting reasonably close to where they live. It was felt that the four HEMS public meetings in Ballymena, Belfast, Derry and Irvinestown offered this level of accessibility, as they would be reachable within one hour's drive from the vast majority of locations in Northern Ireland.

Members of the public, health service professionals and organisations can also avail of the option of making their views on public consultations known to the Department in writing, either by post or by email.

Yours Sincerely

Ryan Wilson
Secondary Care Directorate